



Response for:

**United States Visitor and Immigrant
Status Indicator Technology
(US-VISIT) Program
Prime Contractor Acquisition**

**Volume 3, Part A
End Vision**

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Submitted to:

US-VISIT Program Office

Department of Homeland Security
1616 N. Fort Myer Drive
Rosslyn, VA 22209

ATTN: Mr. Michael E. Jones, Contracting Officer

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Submitted by:

Accenture LLP
11951 Freedom Drive
Reston, VA 20190

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Steven Goodman, Director of Contracts
Email: steven.h.goodman@accenture.com
Phone: 703.947.1698

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**Compliance Matrix
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L.14.1, J.12, J.10	Executive Summary	
L.14.1	Introduction to US-VISIT Program	1.0
J.12 1.0 (a-d)	US-VISIT Background	1.1
M 4.3.1	Desired Business Results	1.2
M4.3.3	Driving legislation and initiatives	1.3
	Assumptions and Constraints	1.4
J.12 2.0 (a, b)	Program Definitions and Description	2.0
M4.3.1	Enterprise Business Process Model	2.1
M4.3.2	Incremental Release Strategy	2.2
M4.3.3		
J.12 2.0 (a-i)	US-VISIT Implementation Methodology	3.0
M4.3.1	Planning Methodology	3.1
M4.3.2	Enterprise Life Cycle Methodology (ELCM)	3.2
M4.3.3	System Development Life Cycle (SDLC)	3.3
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	US-VISIT Architecture Strategy and Overview	3.6
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	Performance Management/Engineering and Capacity Planning	3.8
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M4.3.3		
J.12 7.0	Operational Scenarios	7.0
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J.12 11.0	Program Schedule	11.0 Appendix 2
J.12 12.0	Investment Strategy	12.0
M4.3.1	Gov't funding of End Vision and Incremental releases	12.1
M4.3.2	Accenture use of existing funds	12.2
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<i>RFP Paragraph No.</i>	<i>RFP Paragraph Title</i>	<i>Proposal Paragraph No.</i>
J.12 13.0	US-VISIT Program Budget	13.0
M4.3.2	US-VISIT Cost Summary	13.1
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J.10	Mission-Essential Task List	Appendix 1



1.0 INTRODUCTION TO US-VISIT AND ITS BUSINESS CONTEXT

To position DHS for the future, the Smart Border Alliance incorporates border management experience and lessons learned to achieve a business-focused End Vision that is responsive to stakeholder needs and US-VISIT program goals.

1.1 US-VISIT Background

The border management community forms the unifying core for the broad range of activities that meet the dual Homeland Security challenge to protect the U.S. and its territories from threats and to promote legitimate flow of people and goods. Our solution to meet this challenge enhances both border enforcement and facilitation of the movement of people and goods while maintaining privacy, as Figure 1-1 depicts.

[redacted] an Alliance subject matter expert [redacted]

b(4) b(6)

[redacted] characterizes our solution's mandate in enhancing the dynamic relationship between enforcement and facilitation as: "The traveling population

Embedded agency experience and expertise provide a mission-driven system responsive to stakeholder needs

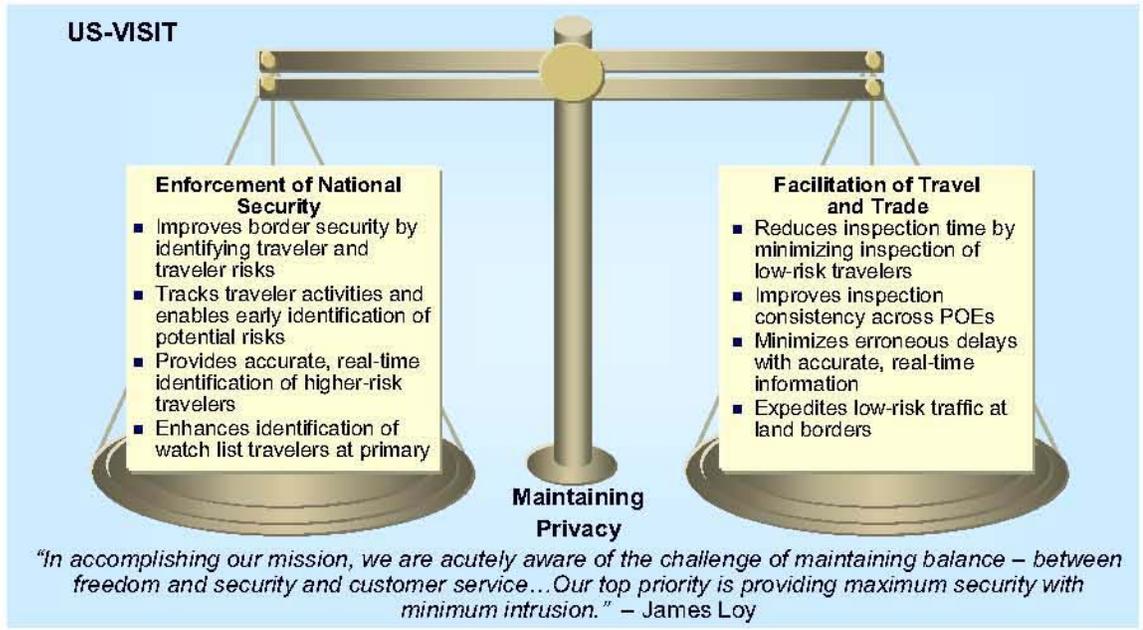
- Involve users and other key stakeholders with comprehensive program governance structure which guides design and deployment
- Through lessons learned from a pool of over 300 INS, Customs, and DoS experts to guide pre-award activity
- Tap privacy experience from Federal, State, and Local law enforcement data sharing
- Combine DHS advance data approach-CSI, FAST, SENTRI, and others with kiosks to improve information and decrease time [redacted] at the border

b(4)

USVP 197

will embrace US-VISIT where we can ratchet up facilitation while keeping our country secure."

Some aspects of the current Immigration and Customs processes are manual, dependent on outdated or redundant technology, not integrated, subject to input or processing delays, or inflexible, creating significant exposure for the country. Our information-rich solution is designed to better inform decision



USVP 036

Figure 1-1. US-VISIT must enhance enforcement and facilitation simultaneously, while maintaining data privacy in an end-to-end, real-time, cross-agency business process

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makers, improve the information available to users, and provide an easy-to-read format integrated with other systems at each point of the process. According to subject matter expert

b(4) b(6)

“If the border officer makes a better decision informed by advance risk analysis and government-wide data on a traveler, then the law-abiding traveler is de facto expedited by directing the inspector’s attention to higher risk individuals.”

During the past two years, the Government has taken significant initial steps to improve the country’s ability to analyze, forecast, and prevent threats to our citizens. US-VISIT is a key tool to identify, deter, and track terrorists or foreign nationals of interest for National Security reasons. It provides real-time, accurate information in advance of travelers reaching the border; this enables a more secure and expeditious border process focused on the primary system goals outlined in Figure 1-2.

US-VISIT collects, maintains, and shares information on foreign nationals through an innovative, interoperable, and secure system. We understand the importance and challenges of deploying an end-to-end, cross-agency process and

propose to share the Government’s risk in meeting these challenges

b(4)

The US-VISIT mission-critical system connects and unifies disparate business processes within DHS and DoS effectively supporting security and facilitation while observing personal privacy protections.

Our End Vision is designed to not only meets program business, architectural, technical, and legislative requirements but also

b(4)

We work with DHS to move the collection of key risk information away from the border to stop high-risk travelers before their departure and expedite processing for legitimate frequent travelers, both foreign and U.S., by enrollment in a frequent traveler program.

Core Business Drivers. Weaknesses in the process of authorizing and tracking foreign travelers and immigrants to the U.S. and the need to apply information from multiple sources to improve the process have plagued the Immigration and Naturalization Service for the past three decades. The country’s and Congress’s desire to know where and how the foreign



b(4)

USVP 037

Figure 1-2. Our business-focused End Vision creates a seamless cross-agency process centered around facilitation, enforcement, integrity, and protection of privacy



beyond the system itself to provide environmental relief to border communities through pre-enrollment and advance check-in options designed to enable legitimate travelers to cross borders with as quickly as possible with strong security. Our robust stakeholder outreach program involves them in system design, testing, and deployment and gauges their expectations and satisfaction levels at each stage.

1.2 Desired Business Results (DBRs)

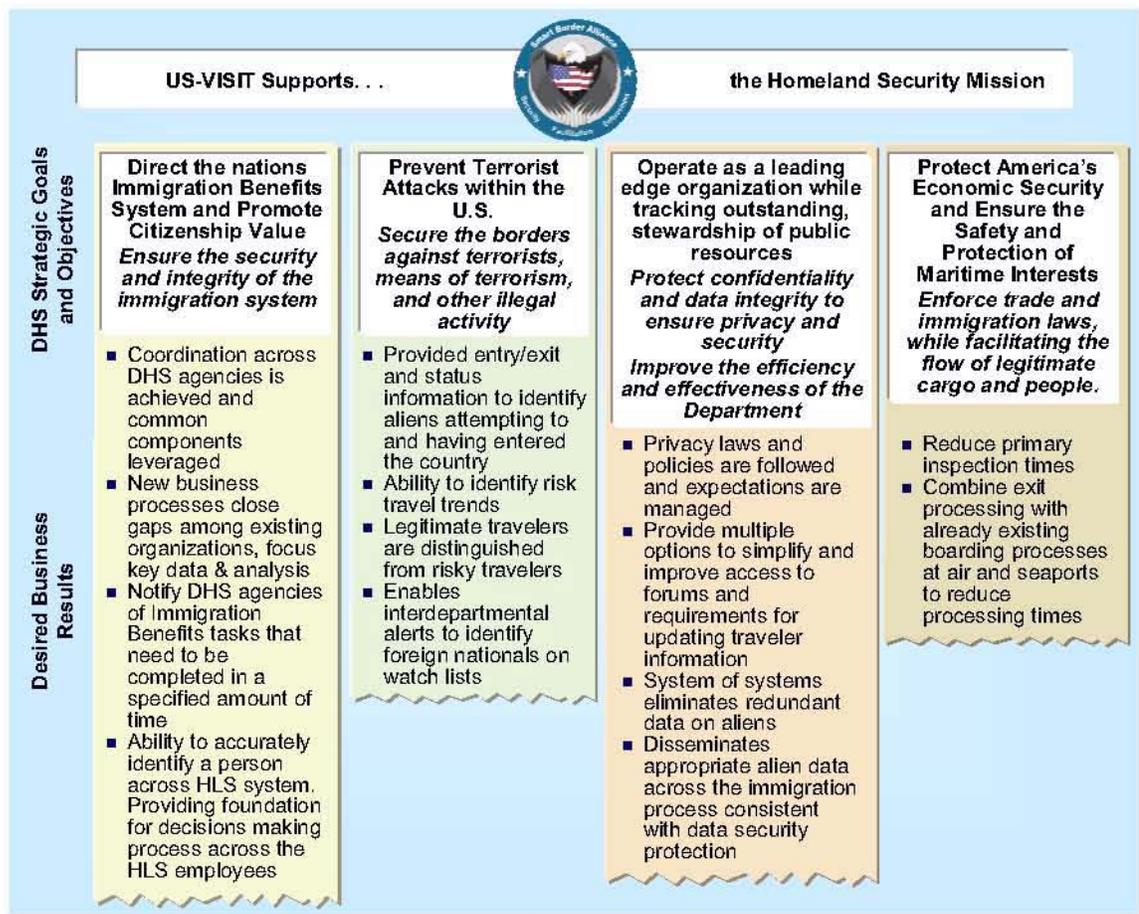
The country’s ability to properly identify foreign travelers before they enter, locate them subsequent to entry, and promptly determine when they have violated the terms of their admission is critical to U.S. Homeland Security efforts and key to the rationale for placing

immigration activities within the Department of Homeland Security. Four of the Department’s seven strategic goals address immigration system performance, as Figure 1-4 depicts. This figure shows the flow down to US-VISIT objectives and desired business results. These DBRs and sample metrics appear in detail later in the section.

Preventing domestic terrorist activity by interdicting terrorists at or outside the U.S. borders is a top priority for US-VISIT.



b(4)



USVP 162

Figure 1-4. US-VISIT desired business results support the strategic goals and objectives of DHS



b(4) [redacted] utilized in the Mission Operations Center (MOC) to bear on the visa application process, on passenger manifests for travelers en route to the U.S., and at the border. This discourages potential terrorists from considering the immigration process as a productive avenue for entering the U.S. Our solution also assists the Government in locating aliens already within the U.S. who are associated with terrorism.

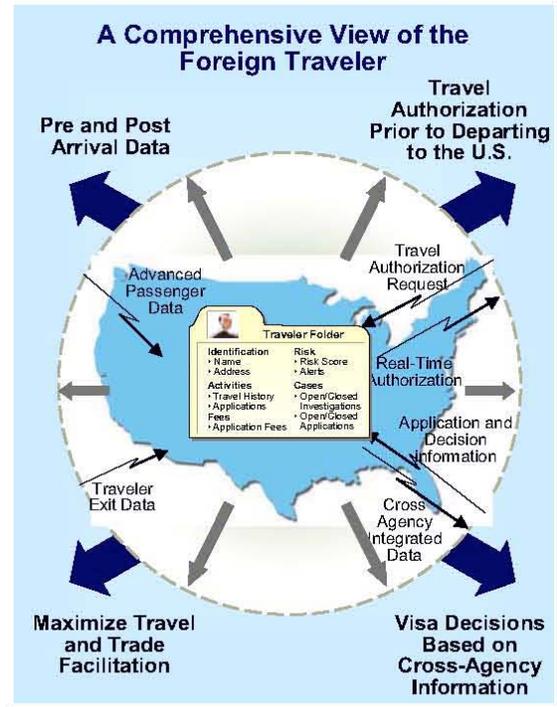
Our solution features an Integrated Traveler Folder (ITF) that integrates new and legacy systems across agencies, bureaus, and departments to provide a full lifecycle view of individual travelers' activities. As shown in Figure 1-5, the ITF eliminates redundant data, unites key information concerning individuals' visa-related and travel activities, and detects non-compliance by overstay, criminal conviction, or unauthorized employment. It builds in the privacy protections required for law enforcement records, and data sharing among agencies and international governments. It also anticipates the protection of sensitive human rights information by international agreements. We recognize that policy and procedure change remain the purview of the administering bureaus; however, our solution [redacted]

b(4) [redacted] Such features enhance the overall integrity of the program.

Facilitating travel and trade is essential to U.S. economic security. Our solution reduces border-processing times by routinely identifying travelers of interest needing additional interviewing in secondary to determine admissibility. [redacted]

b(4) [redacted] The system also presents primary inspectors with [redacted]

b(4) [redacted]



USVP-228

Figure 1-5. The Alliance US-VISIT solution unites International and U.S. Government data on each foreign traveler in an Integrated Traveler Folder with views limited by authorization

[redacted] in b(4) screens that seamlessly mimic the Free and Secure Trade (FAST) formats they are already used to seeing. Our pre-enrollment facilitation programs enable tourists and business travelers already vetted and approved to pass through border screening quickly while enhancing the quality of CBP inspectors' judgments [redacted] b(4)

[redacted] Figure 1-6 depicts a detailed breakdown of typical Desired Business Results and supporting metrics.

Our Alliance is equipped to work closely with the Government to assess policy impacts, queue decisions required by key officials, and draft proposed policy positions with the assistance of the experienced, knowledgeable agency experts on our team. In each phase, we design and build a system that protects data on individuals in a manner consistent with privacy mandates at every level; these

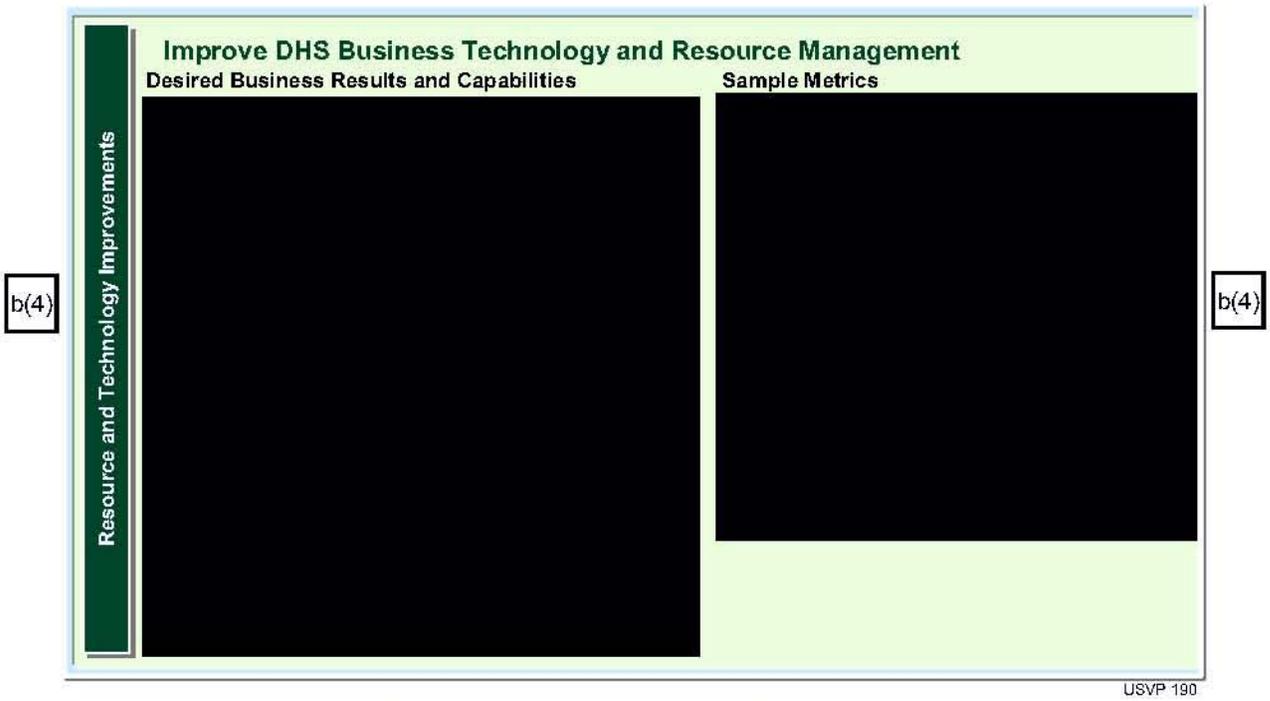
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Border Management Improvements (with Entry and Exit)	Enhance National Security/ Minimize Terrorist Entry	
	Desired Business Results and Capabilities	Sample Metrics
b(4)		
Border Management Improvements (with Entry and Exit)	Facilitate Travel and Trade	
	Desired Business Results and Capabilities	Sample Metrics
b(4)		
Immigration Process Improvements	Achieve Immigration Integrity	
	Desired Business Results and Capabilities	Sample Metrics
Immigration Process Improvements	Protect Individual Privacy	
	Desired Business Results and Capabilities	Sample Metrics
b(4)		

USVP 190

Figure 1-6. The US-VISIT desired business results further the system objectives by providing key DHS capabilities – Sheet 1 of 2



USVP 190

Figure 1-6. The US-VISIT desired business results further the system objectives by providing key DHS capabilities – Sheet 2 of 2

considerations encompass both the data collected and its availability. Further, our solution builds in the additional record privacy protections required when visa holders transition to U.S. citizen status. The former Government executives on our team are aware that anticipating sensitive, potentially controversial policy matters is a strategic goal for DHS. These experts are already at work identifying key US-VISIT policy impacts such as reconciliation of overlapping data collection from CAPPs and CAPPs II or how to filter false positive entry and exit analyses from future admission or benefits decisions. We build a system that enables, through the MOC, real-time answers to key visa program management questions such as total visas issued or denied by type, location, or other key attributes; or number of travelers by country of nationality in the U.S. at any time and their locations.

To meet DHS's goal to operate as a leading edge organization while practicing outstanding stewardship of public resources, our solution builds on a

structure consistent with the Homeland Security Enterprise Architecture to maximize reuse. The system utilizes an integration layer to pull, scrub, and reconcile key data from diverse legacy systems, evaluating and updating or retiring those systems in a staged approach.

We recognize the critical value of operational experience and acceptance in developing an effective approach to US-VISIT. Our vision

[Redacted text block]

Our solution also takes into account the ongoing

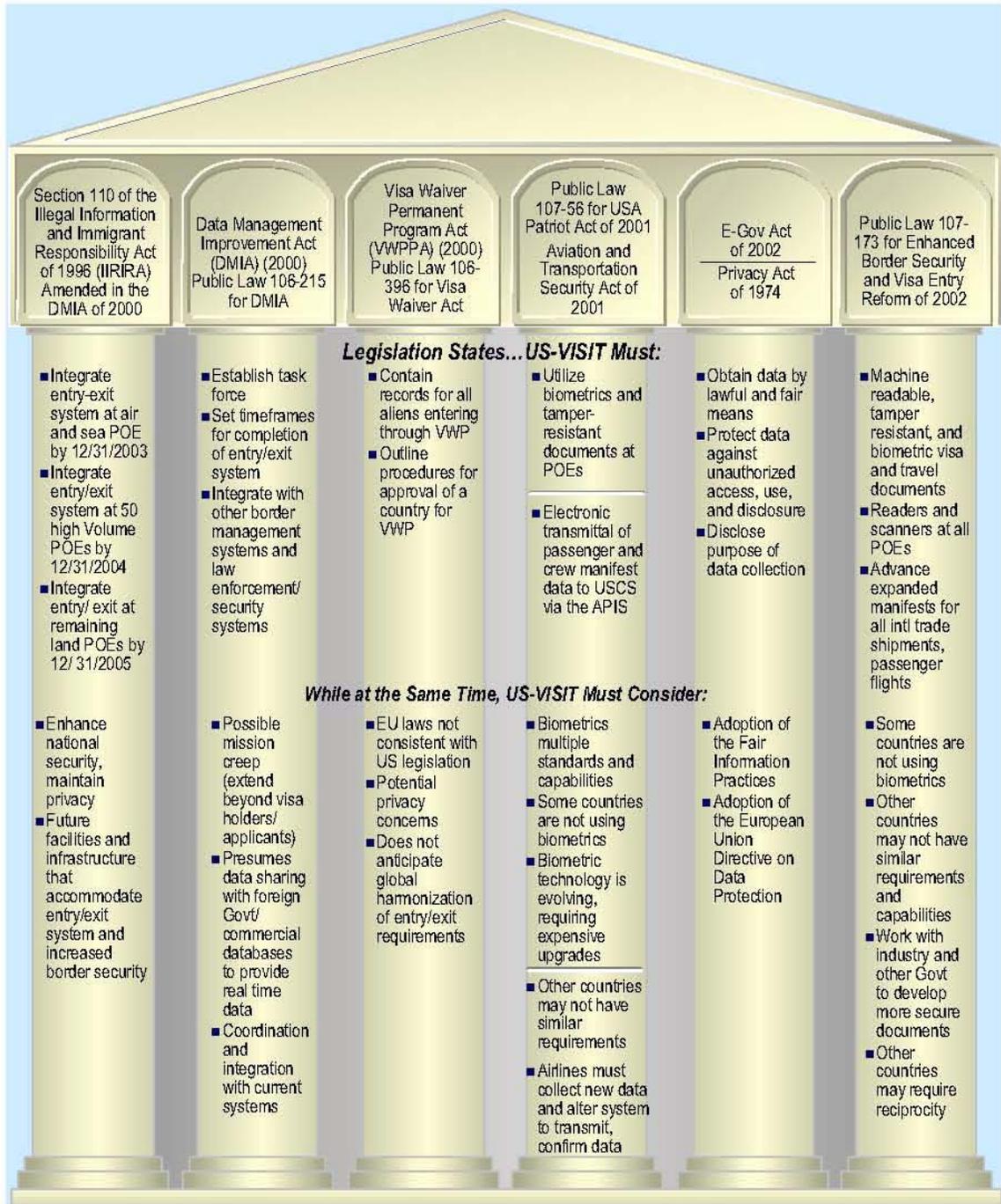


streamlining of DHS processes in current development such as ACE, and users, adapting screens and system capabilities for ease of use.

1.3 Driving Legislation and Initiatives

The US-VISIT program builds on a

framework of detailed legislative mandates preceding and given urgency by the events of September 11. Figure 1-7 details the range of existing laws that guide system design and development. Our subject matter experts and senior advisors have



USVP 053

Figure 1-7. We factor in legislative and other requirements to develop key considerations contributing to the US-VISIT mission

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significant experience in shaping and administering legislation and in working with Congress to adopt appropriate language. The Alliance approach, however, prefers to work within the existing legislative framework to streamline and focus Congressional guidance for US-VISIT. The Alliance works closely with DHS to:

- Monitor current and proposed legislation related to privacy, citizen, and non-citizen rights, and technology requirements for capturing, retaining, sharing, and releasing personal data. Figure 1-8 provides an overview of key safeguards currently in discussion. The result of this monitoring routinely feeds statutory requirements into system design and development initiatives to create a

US-VISIT solution that is compliant with legal requirements

- Provide ongoing support from Alliance staff and key Senior Advisory Board Executives to DHS in discussions with GAO and Congress related to anticipated US-VISIT legislation; specifically, we work with DHS to correlate consideration of legislative initiatives with appropriations process submissions, which provide sufficient detail on functionality and schedules to preclude the need for additional oversight laws.

The Alliance solution incorporates extensive understanding and compliance with existing global best practices and U.S. privacy laws. It populates data for the annual PIA required by the E-Gov Act of 2002. It establishes a dynamic adherence

Key Global Data Practices and U.S. Potential Legislated Safeguards	
Pertaining to Foreign Nationality (Fair Information Practices)	Pertaining to US Citizens (Potential legislative safeguards)
Enhance public awareness and transparency (openness) of information policies and practices	b(4)
Establish necessity and relevance of the information collected	
Build in finality (establishing the uses of the information in advance and eventually destroying it)	
Identify the person who has responsibility for protecting personal information within an organization	
Get informed consent from the individual	
Maintain accuracy and completeness of records	

Figure 1-8. The Alliance Solution builds in recognized global standards and anticipated new safeguards

USVP 191



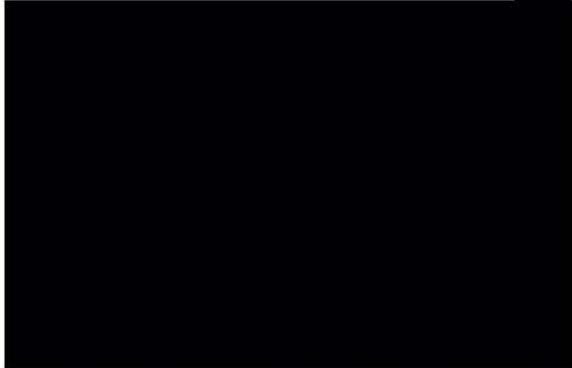
framework to anticipate and enable compliance with evolving U.S. privacy policy/legislation and similar international efforts by the EU, APEC, OECD, and W3C, for example.

1.4 Assumptions and Constraints

Our team of experienced former Government executives identified the assumptions and constraints that our US-VISIT End Vision solution needs to address. As outlined in Figure 1-9, we defined assumptions from the Government’s US-VISIT RFP and our experience with organization, business process, infrastructure design and deployment, facilities, training, scheduling, costing, and operational issues. We base our US-VISIT End Vision design and implementation on these assumptions and constraints.

We employ a dynamic, comprehensive, and proven planning methodology to effectively manage and forecast the appropriate resources to implement our

end-to-end, integrated system.



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The Smart Border Alliance is committed to delivering business value and providing capabilities to help DHS achieve its goals. Our End Vision is designed to enhance both security and facilitation through an integrated, end-to-end solution that observes current privacy laws and anticipates new ones, and brings improved integrity to our immigration system. From Increment 2B forward, we work with DHS to help realize its goals for the US-VISIT program.

Assumption/Constraint	Impact	Mitigation Strategy
<i>Organizational</i>		
<ul style="list-style-type: none"> ■ Cross Government Program ■ Coordinate with other organization transition activities, i.e. technology requirements and deployment 		

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Figure 1-9. We evolve our solution to meet the key assumptions and constraints for US-VISIT End Vision (sheet 1 of 2)



<i>Assumption/Constraint</i>	<i>Impact</i>	<i>Mitigation Strategy</i>
<i>Functional and Infrastructure</i>		
<ul style="list-style-type: none"> ■ Legacy applications to be replaced or an interface will be created; Systems with arrival and departure information need to be integrated to meet DMIA mandated deadlines ■ Existing infrastructure is in varying condition, varying capabilities 		
<i>Facility and Maintenance</i>		
<ul style="list-style-type: none"> ■ Infrastructure and facilities either do not exist or need to be enhanced or replaced ■ New construction requiring permits ■ New incremental capabilities need to be added with minimal and manageable facility impacts ■ Utilization of local resources for new construction/renovation 		
<i>Training</i>		
<ul style="list-style-type: none"> ■ No increase in Government Employees at the 50 highest volume land POEs ■ Training required for both new and existing workforce ■ Traveler volume varies based on time and location of travel ■ Adequate government resources are assigned to both communications and outreach initiatives 		
<i>Schedule and Cost</i>		
<ul style="list-style-type: none"> ■ Initial rollouts will meet legislatively mandated requirements ■ Subsequent phases enhances functionality to meet desired business objectives ■ Increment Funding 		

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USVP 189

Figure 1-9. We evolve our solution to meet the key assumptions and constraints for US-VISIT End Vision (sheet 2 of 2)



2.0 US-VISIT PROGRAM DEFINITION AND DESCRIPTION

Our integrated border management End Vision brings fresh ideas to meet new challenges. Our lifecycle approach,

(b)(4) *uses an incremental release strategy designed to enhance national security, facilitate legitimate travel and trade, enhance our immigration system integrity, and conform with existing privacy laws and policies, while delivering business value in each increment.*

Scope. We have broadly defined our solution scope, shown in Figure 2-1, so the Department of Homeland Security (DHS) can optimize business processes across Customs and Border Protection (CBP), Immigration and Customs Enforcement (ICE), and Citizenship and Immigration Services (CIS). Our definition of scope extends US-VISIT beyond entry/exit to address a virtual border perspective that also includes pre-entry, status management, and analysis. Our definition

Our team has the experience to make US-VISIT a success

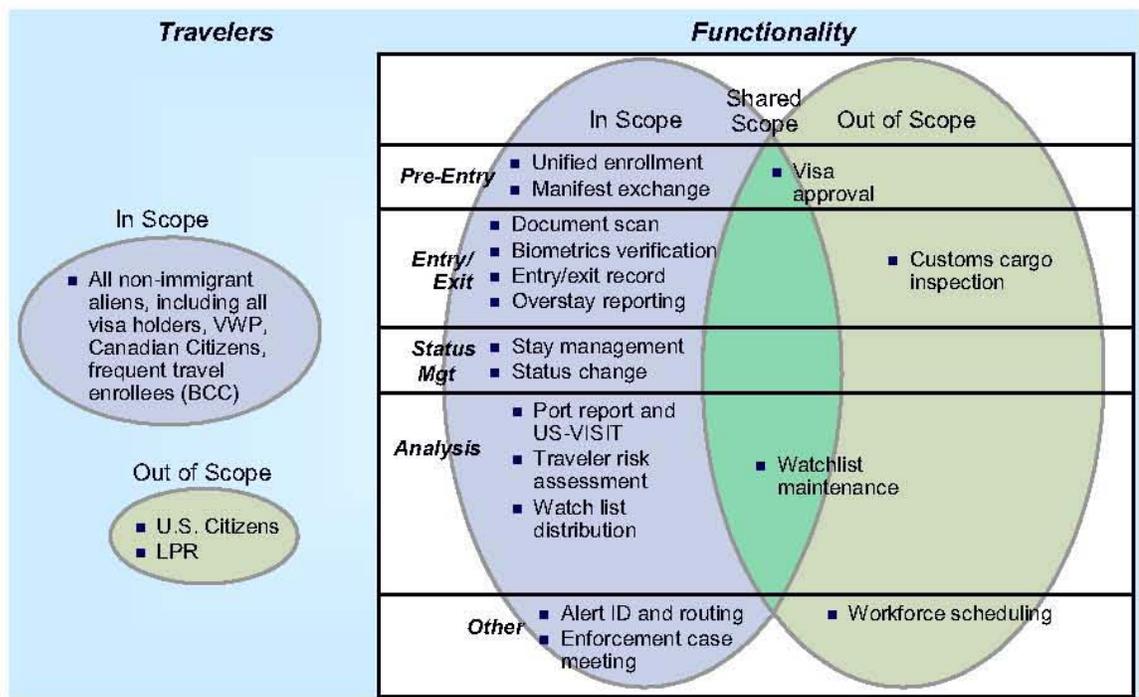
- Working experience with virtually all 19 US-VISIT legacy systems and critical role on 7 of the systems
- Successfully implemented 13 international border management solutions
- Over 300 years of INS experience on our core solution team
- Recognized as the CRM integration leader by four top industry analysts

USVP 195

of scope includes areas where DHS collaborates with other agencies to extend the border and achieve homeland defense. For example, Department of State (DoS) visa approvals process is a collaborative effort, where US-VISIT provides DoS information about the traveler, allowing authorization of travelers to take place well before traveler contact with the physical U.S. border.

2.1 Enterprise Business Process Model

We developed our enterprise business process model by first identifying the



USVP 144

Figure 2-1. We broadly define scope so DHS can achieve optimized business processes across border management, status management, and enforcement



business activities required for the five key business process areas (pre-entry, entry, exit, status management, and analysis); then

[redacted] unifies information about a traveler, improves its accuracy and meaning, and presents it at an appropriate level of detail for each user type and access method. However, our solution is

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We use the business model results to define the technology to support performance of the activities, and as

[redacted]

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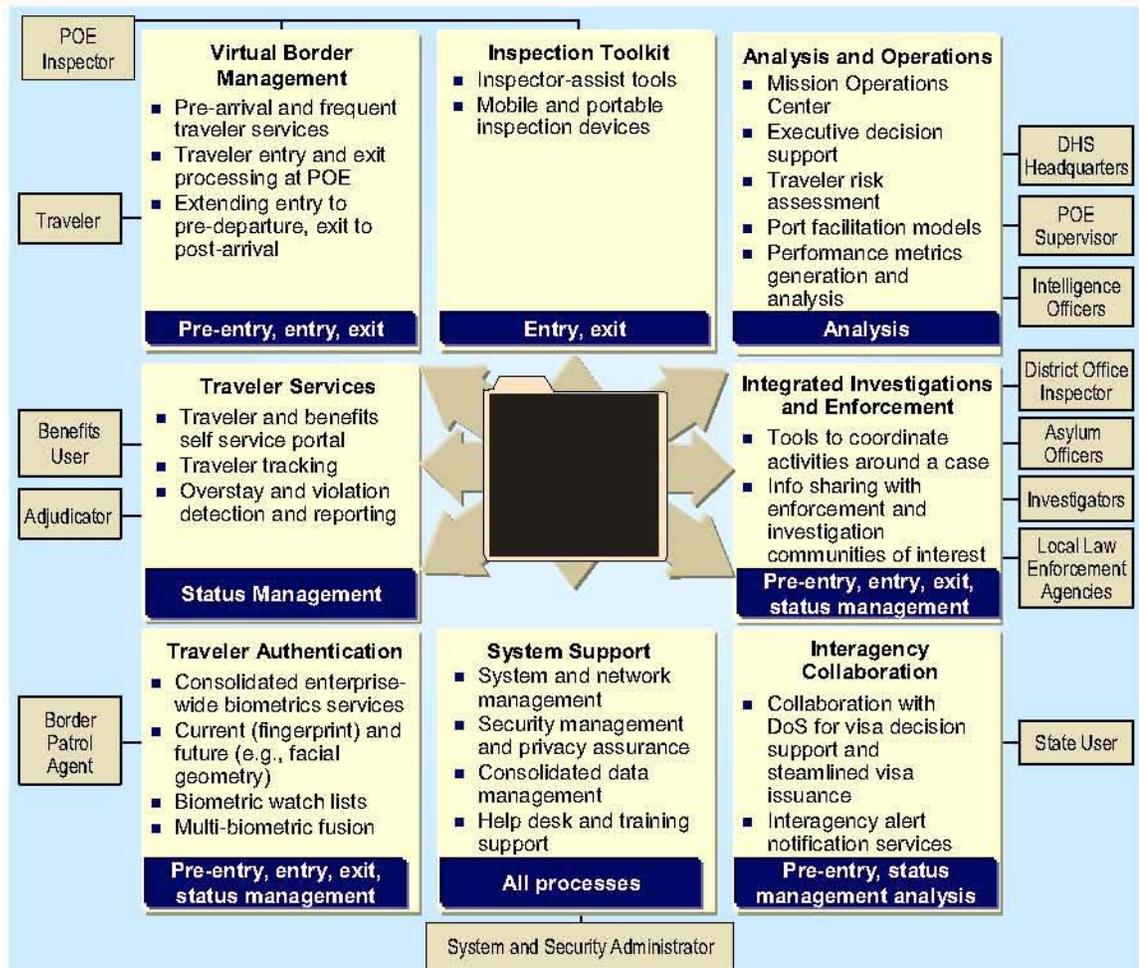
b(4)

Our enterprise business model, shown in Figure 2-2, builds upon

Our enterprise business model also streamlines processes across agencies. For example,

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USVP 084

Figure 2-2. The operational areas of our US-VISIT solution, [redacted] facilitate interaction among DHS, DoS, the traveler, and other stakeholders, allowing optimization of end-to-end business processes

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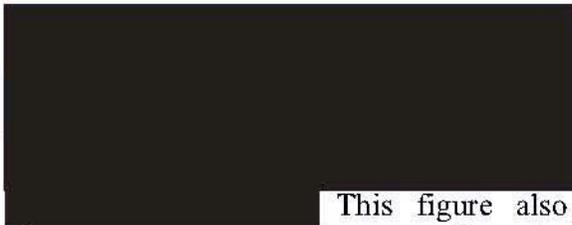
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b(4)

This figure also shows our concept for extending the border beyond the physical border: virtual border management includes the business processes of pre-entry, entry, and exit.

Translation of Desired Business Results into Operational Areas of Focus.

To maintain focus on business outcomes, we use desired business results to drive the definition of operational areas of focus, which we depict in Figure 2-3. This figure highlights our vision for enhancing security and facilitation, as many operational areas have business drivers in both security and facilitation. We are experienced in enhancing both security and facilitation for DHS the work we did for

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Stovepipe solutions are not enterprise solutions. Our US-VISIT solution eliminates tomorrow's stovepipes by making operational services available throughout the DHS enterprise. For example,

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USVP 169

Figure 2-3. We define operational areas of focus from desired business results to promote business outcomes and improved business processes

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TSA at BWI airport improved the overall security screening process while increasing throughput by 42 more passengers per hour per lane.

Activities, Operational Functions, and Support Functions. In defining the US-VISIT enterprise business model, we

identified [redacted] (Figure 2-4).

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This figure shows how our definition of operational areas lead to a more effective organization by focusing on common business activities across pre-entry,



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USVP 227

Figure 2-4. Our operational areas of focus consolidate common business activities across the 5 key business processes to promote cross organizational efficiency



entry, exit, status management, and analysis.

b(4)

[Redacted]

[Redacted]

b(4)

Refer to the End Vision Executive Summary for further information.

[Redacted]

b(4)

Technical Solution and Components.

We used our enterprise business model to develop a technical solution that supports the performance of the business activities. Our technical architecture, shown in Figure 2-5, centralizes processing to a primary data center

b(4)

[Redacted]

We select hardware and COTS software appropriate for each major service.

a centralized architecture minimizes system development and operations costs while

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[Redacted]

[Redacted]

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as determined by our preliminary reliability, maintainability, and availability analysis.

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[Redacted]

as we demonstrated on NASA's Earth Observation System Data and Information System Core System (ECS), the world's largest non-classified data system. During its 10-year incremental development and evolution phase, it supported yearly releases of new functions and two major technology refresh cycles while not breaking its fundamental architecture.

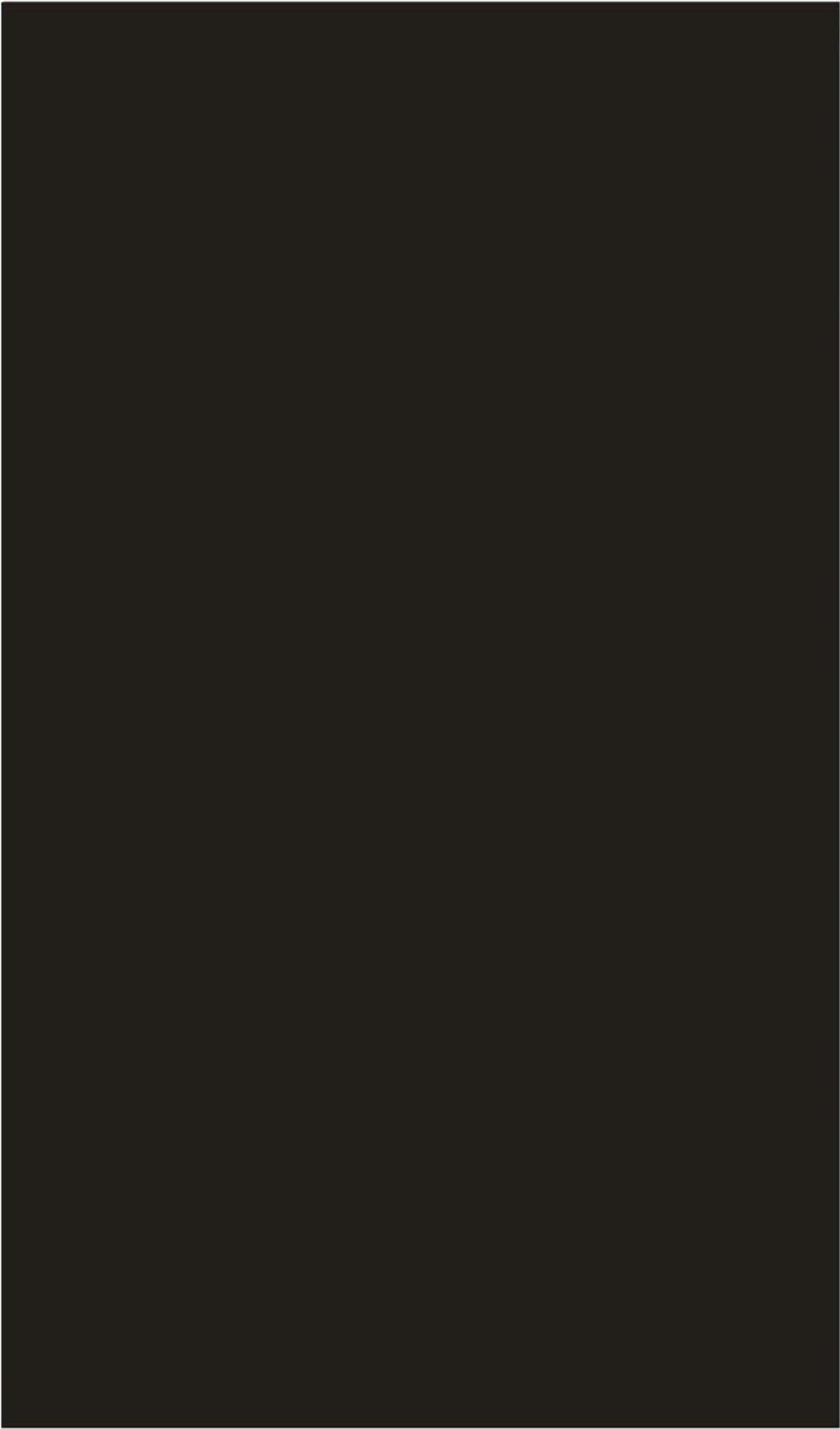
Within the data center, our solution provides

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[Redacted]

[Redacted]

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USVP-148

Figure 2-5. We develop our solution based on direct experience implementing large-scale multi-application data centers resulting in a solution that easily

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Our MOC design provides an environment where Government stakeholder organizations can come together to understand the impact of external influences on the border, and develop tactical and strategic plans to secure the border and balance the flow of people and commerce.

b(4)

[Redacted]

The MOC also serves as the nerve center for adjusting policies based on national and regional threat levels and communicating the policy to system users and processes. Our policy-driven and agile solution immediately adapts business rules to the pre-defined set for a specific threat level.

b(4)

[Redacted]

Logical Architecture. Our logical architecture, shown in Figure 2-6, provides a foundation for integrating new COTS while enabling seamless integration with legacy systems. Consistent with the Homeland Security Enterprise Architecture (HLS-EA),

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[Redacted]

Biometrics is an area of rapid technology advancement; our enterprise

biometrics solution provides

b(4)

[Redacted]

Biometrics middleware integrates specific biometrics technologies (2 and 8-print finger, face, and voice) with algorithms for multi-biometrics fusion and thresholds.

[Redacted]

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We appreciate the challenge of how to present information across the diversity of user types (e.g., inspection officers at primary, other law enforcement officers, MOC users) and access methods (PDA-sized mobile inspection devices, portable inspection laptops, and fixed large monitors).

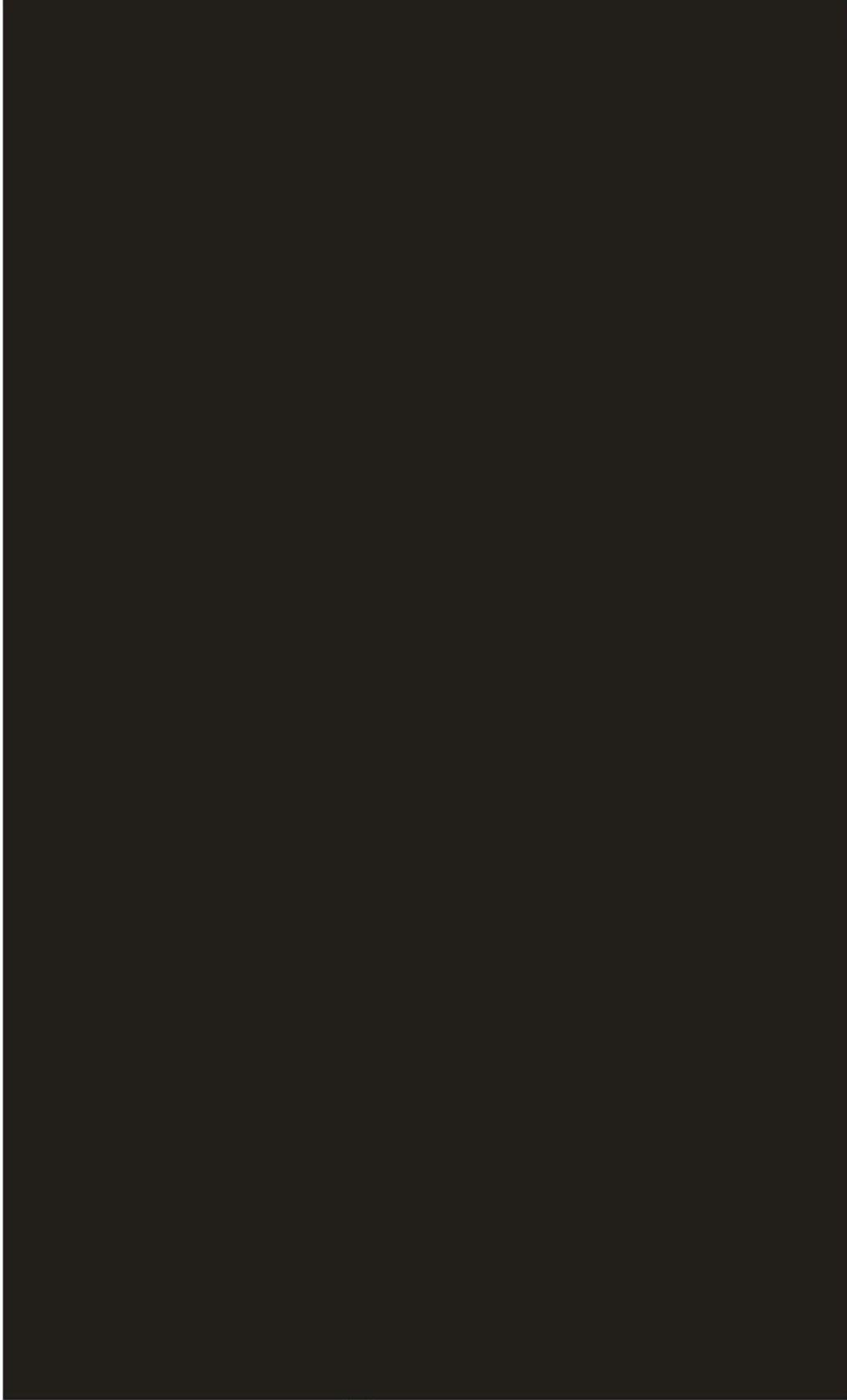
b(4)

[Redacted]

b(4)

[Redacted]

Our system of systems approach extends beyond the user to how we integrate with legacy and external systems.



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USIP-119

Figure 2-6. US-VISIT Logical Architecture provides a common framework for US-VISIT functions facilitating usability while reducing deployment and maintenance cost

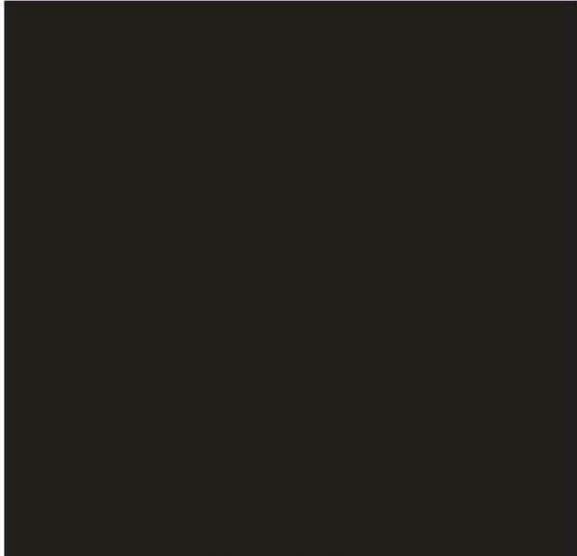
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most current address not likely to be in each system. To solve this problem and make better use of the data in today's legacy systems,



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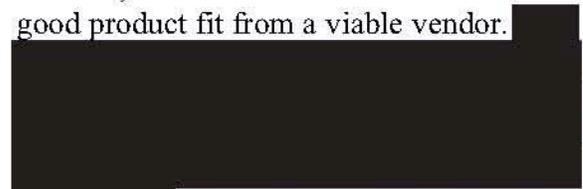
Figure 2-7

summarizes



b(4)

To give DHS a best-value and low-risk solution, we use COTS whenever there is a good product fit from a viable vendor.



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We applied this approach at the Defense Logistics Agency, where we successfully integrated and modernized five legacy systems supporting 30,000 users in 27 countries.

One problem with today's stovepipe legacy systems is redundant and inconsistent data. Today a traveler address may exist in six distinct systems, with the

We understand that DHS is not a commercial business and a traveler is not a customer, but fundamentally, the agency-traveler relationship is similar: the agency collects extensive information during first interaction with the traveler, and

b(4)



USVP 126

Figure 2-7.



b(4)

optimized US-VISIT system architecture



then records each subsequent interaction.

b(4) [redacted] a CRM solution organizes data around the customer, with open interfaces to support integrating analysis and reporting products. Accenture, the #1 worldwide integrator of CRM solutions, has extensive experience with leading CRM products. We estimate that using a CRM solution, within vendor-allowable configuration and customizations,

b(4) [redacted] could satisfy [redacted] of the core requirements for the entry/exit application, including the most difficult requirements involving transaction integrity and relationship-oriented data schema, with the remaining

b(4) [redacted] delivered as custom software.

2.2 Incremental Release Strategy

In this section, we first describe how we use Decision Economics to determine the best-value allocation of business functionality for each increment. We then discuss our overall approach for assessing legacy systems: how we determined which should remain, and which should be retired, modernized, or enhanced as part of our US-VISIT solution. We then provide the summary overall incremental release picture and a detailed description of each increment.

b(4) We deliver our US-VISIT End Vision solution over [redacted] increments. New capabilities are delivered each year,

b(4) [redacted]

the desire to rollout a new capability as soon as it is developed with the pragmatism of gathering enough substance in an increment to make a national deployment and training drive cost-effective. Our yearly incremental release strategy also helps

b(4) [redacted]

[redacted] b(4)

Allocation of Business Functionality.

Figure 2-8 shows how we use [redacted]

[redacted] b(4)

Subject matter experts evaluate the inputs, and the output provides a framework for evaluating which capabilities bring the most business value to DHS for a specific incremental release.

[redacted] incorporates the following elements: b(4)

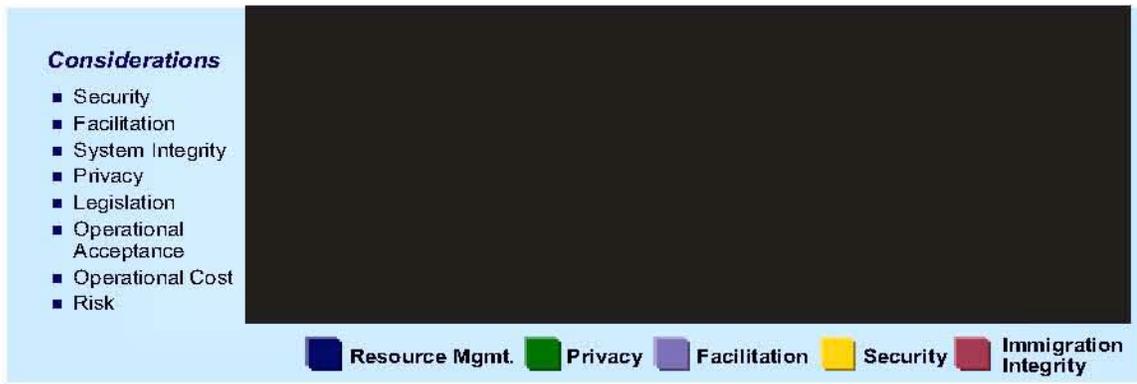
- Our strategy to first secure, then expand the U.S. border
- The need to facilitate the flow of legitimate travel and trade
- The deployment of functions in accordance with existing privacy laws and policies
- The legislative requirement deadlines to be met

Our incremental release strategy

[redacted] b(4)

Our approach also delivers value in each increment, enabling continued funding of future increments.

Legacy Transition Strategy. US-VISIT evolves as an integrated system-of-systems, capitalizing on existing legacy capabilities while introducing new technology and business processes over time to deliver a common, integrated view



USVP-051

b(4) **Figure 2-8. Our release strategy** [redacted] so that each increment delivers business value b(4)

b(4) of traveler activities. Through the [redacted] [redacted] as key team resources. We also b(4)
 applications, data, workflow, disparate use our existing relationships with virtually b(4)
 systems and operations are aligned and every systems integrator, software, and
 integrated within the HLS-EA. hardware vendor currently working on US-

To support this vision, our legacy transition plan builds for the functionality to be delivered in year 2010, while focusing on delivering improved performance and value early. As shown in Figure 2-9, our plan addresses the key drivers for integration success.

Legacy System Selection Rationale. Our rationale for how to handle legacy systems, born out of lessons learned across our Alliance in similar integration projects, first focuses on determining whether a legacy system is required to support a current or future US-VISIT business process. Figure 2-10 includes an overview of the rationale including the methodology and scale behind the selection process. If a legacy system is required, detailed cost benefit analysis determines whether the legacy system is a candidate for retirement, replacement, integration, or enhancement. The analysis focuses on the technical quality of the legacy system (e.g. scalability, extensibility, and support for the HLS-EA) and its support of the US-VISIT business case (operations and maintenance costs) and new business processes.

Our team has the collective capabilities to meet the significant legacy integration challenges US-VISIT presents. We know how to integrate and modernize large, complex legacy systems for Government agencies, including DoS, INS, Customs, DLA, and USPS. In addition, we have direct working experience with virtually every US-VISIT legacy system, including ADIS, IBIS, IDENT, CLAIMS, SEVIS, ENFORCE, CLASS and CCD. As an example, AT&T, a key partner in our Alliance, designed and built the CLASS name checking application for the DoS.

Reduced Risk Through Teamwork. Our legacy transition approach reduces risk by utilizing current legacy contractors, Government Subject Matter Experts, and former Government executives on our team [redacted]

b(4) [redacted] b(4)



b(4)



USVP 067

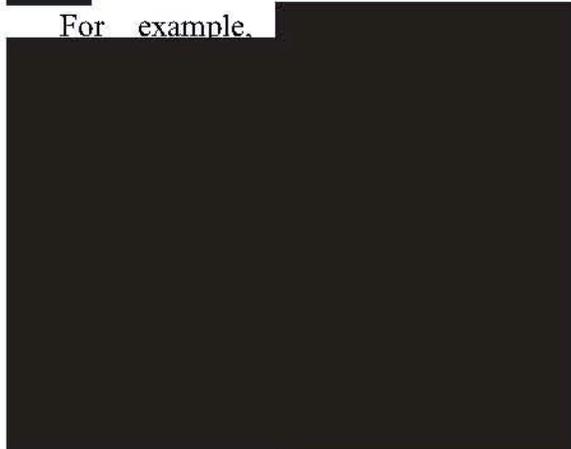
Figure 2-9. US-VISIT evolves as an integrated system-of-systems, achieving the goals of legacy integration through reuse, modernization and retirement

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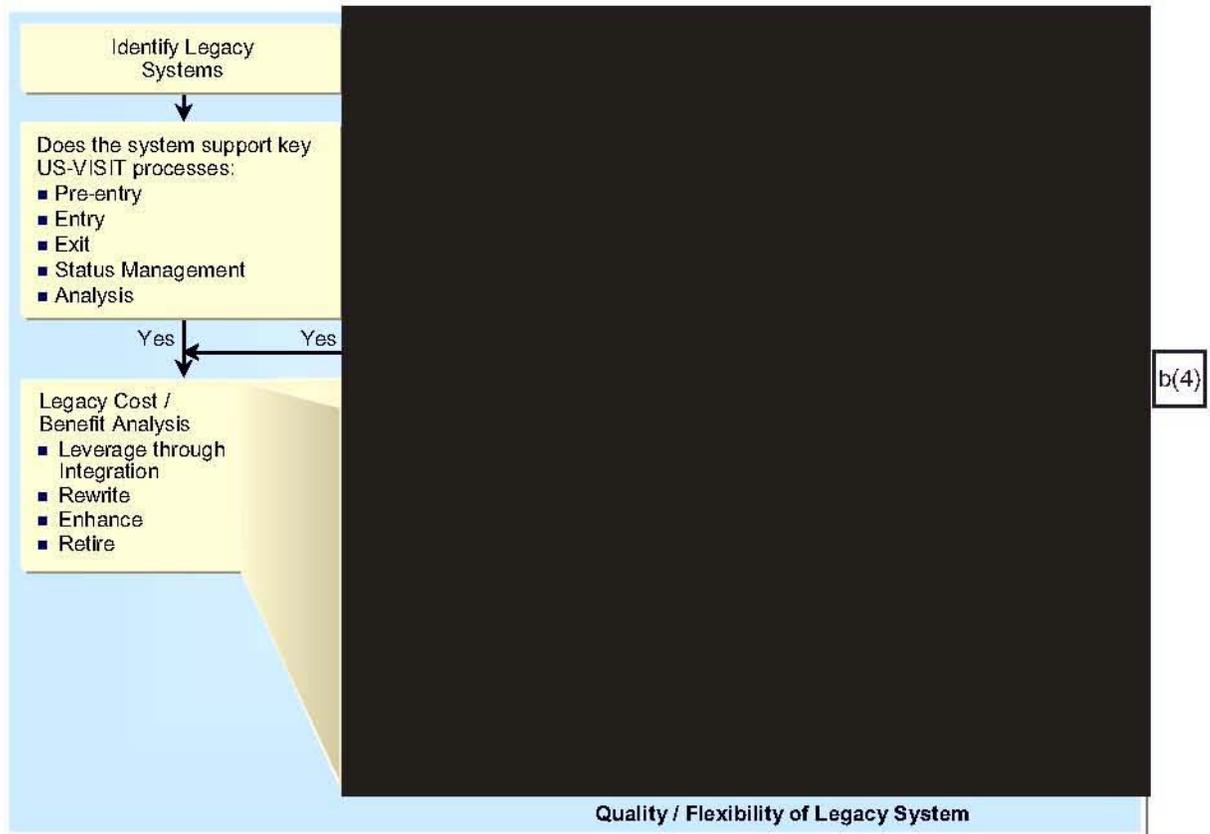
For example,



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The results of our analysis feed into our legacy transition plan. Our plan first focuses on the functionality US-VISIT delivers in year

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USVP 070

Figure 2-10. Our methodology for selecting legacy systems to integrate, rewrite, enhance or retire emphasizes improving operational value

b(4)

same time, our plan stays aligned with our End Vision and the HLS-EA, while maintaining operational continuity across DHS and collaborating agencies.

b(4)

The plan reduces implantation risk and maintains operational continuity by reusing

These systems are used long-term, maximizing their Return on Investment (ROI) in their as-is state, or through incremental enhancement and modernization (technology refresh).

Legacy Transition Plan Overview.

As shown in Figure 2-11, our legacy transition plan

Incremental Release Picture. Figure 2-12 summarizes the overall incremental release strategy and projects summary investment benefits. Figure 2-13 extends the summary to include additional detail and projections such as operational and technical descriptions, legacy system updates, and changes to business processes and policies within each increment.

b(4) At the



Targeted Legacy Systems

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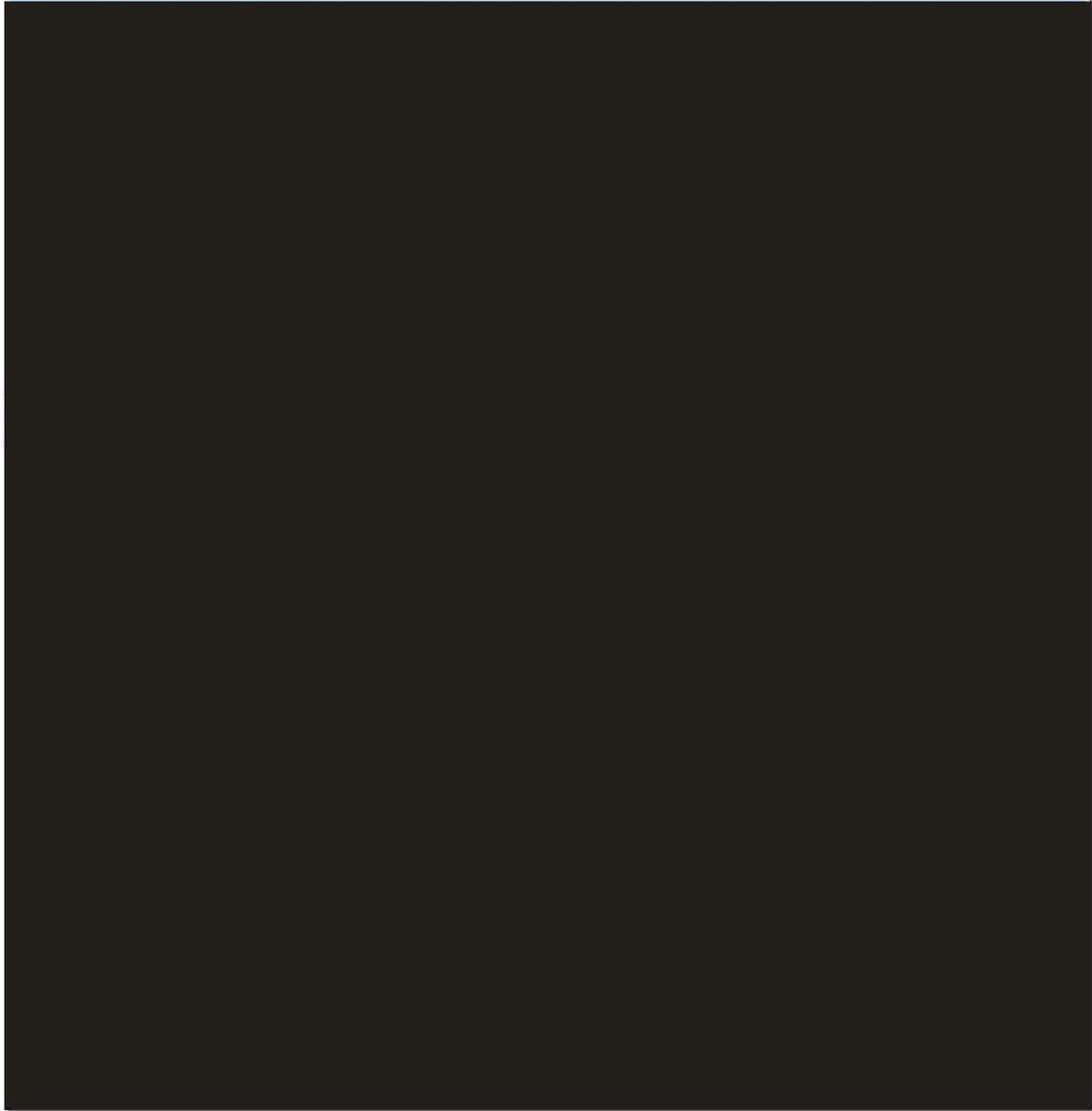
Our legacy transition plan targets the 21 legacy systems listed in Section C.5.3 of the RFP (shown in red), plus [redacted] additional systems (shown in green).

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ADIS, APIS, CCD, CIS, CLAIMS, CLASS, [redacted] GES, IAFIS, IBIS, IDENT, [redacted] INSPASS, NAILS II, [redacted] NEXUS, NIIS, OARS, PALS, SENTRI, SEVIS, [redacted]

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b(4)



USVP 188

Figure 2-11. We maximize legacy ROI, reusing [redacted] of the legacy systems we targeted, while delivering yearly cost savings starting in [redacted] and escalating to over [redacted]

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[redacted] Our End Vision dictates the necessary functions, and [redacted] places the functions into the appropriate increment.

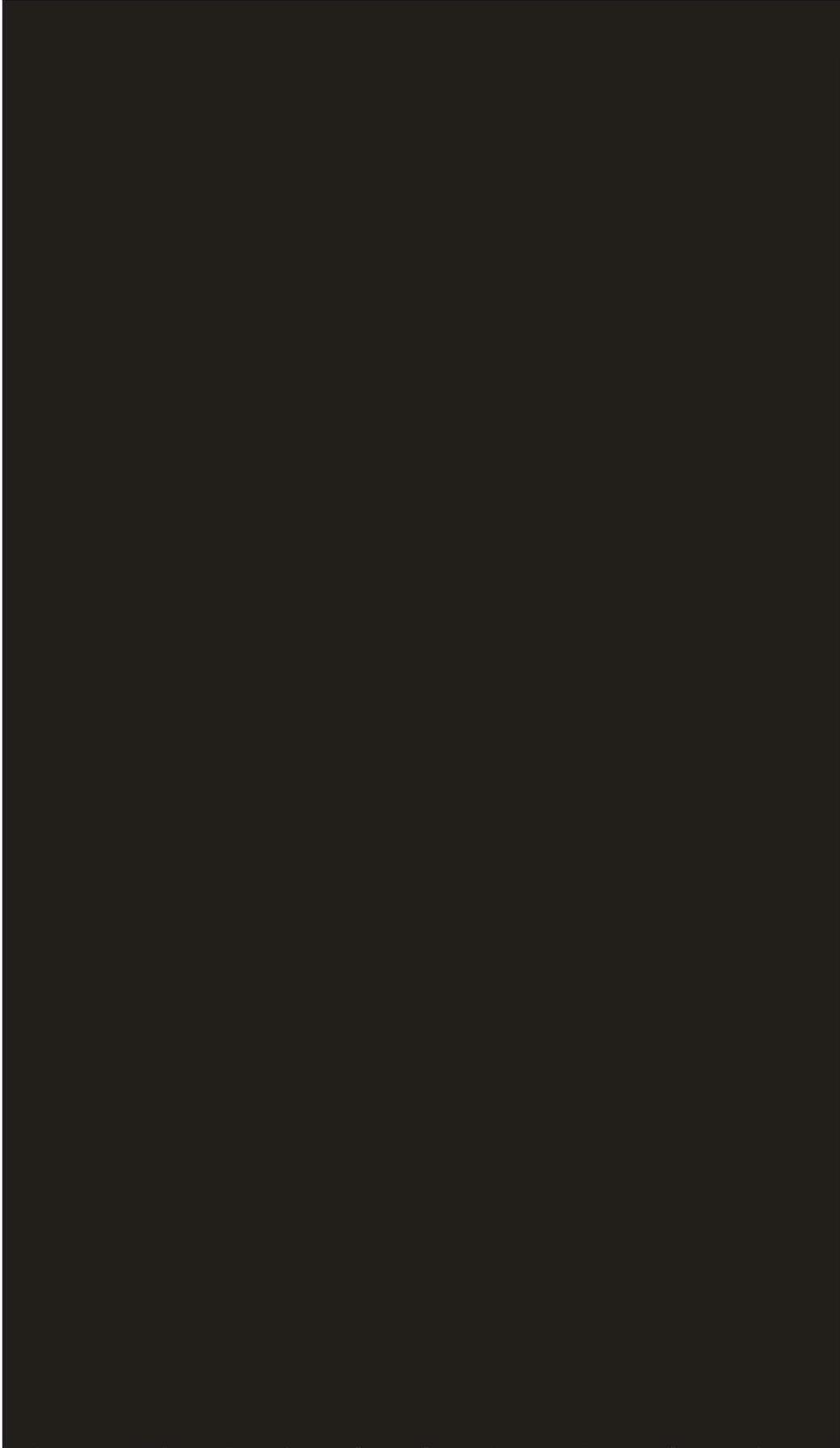
b(4)

For example, [redacted]

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(b)(4)

Figure 2-12. Our implementation plan couples innovative technology with process improvement to deliver the desired business results throughout the program lifecycle

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Detailed Incremental Release Picture

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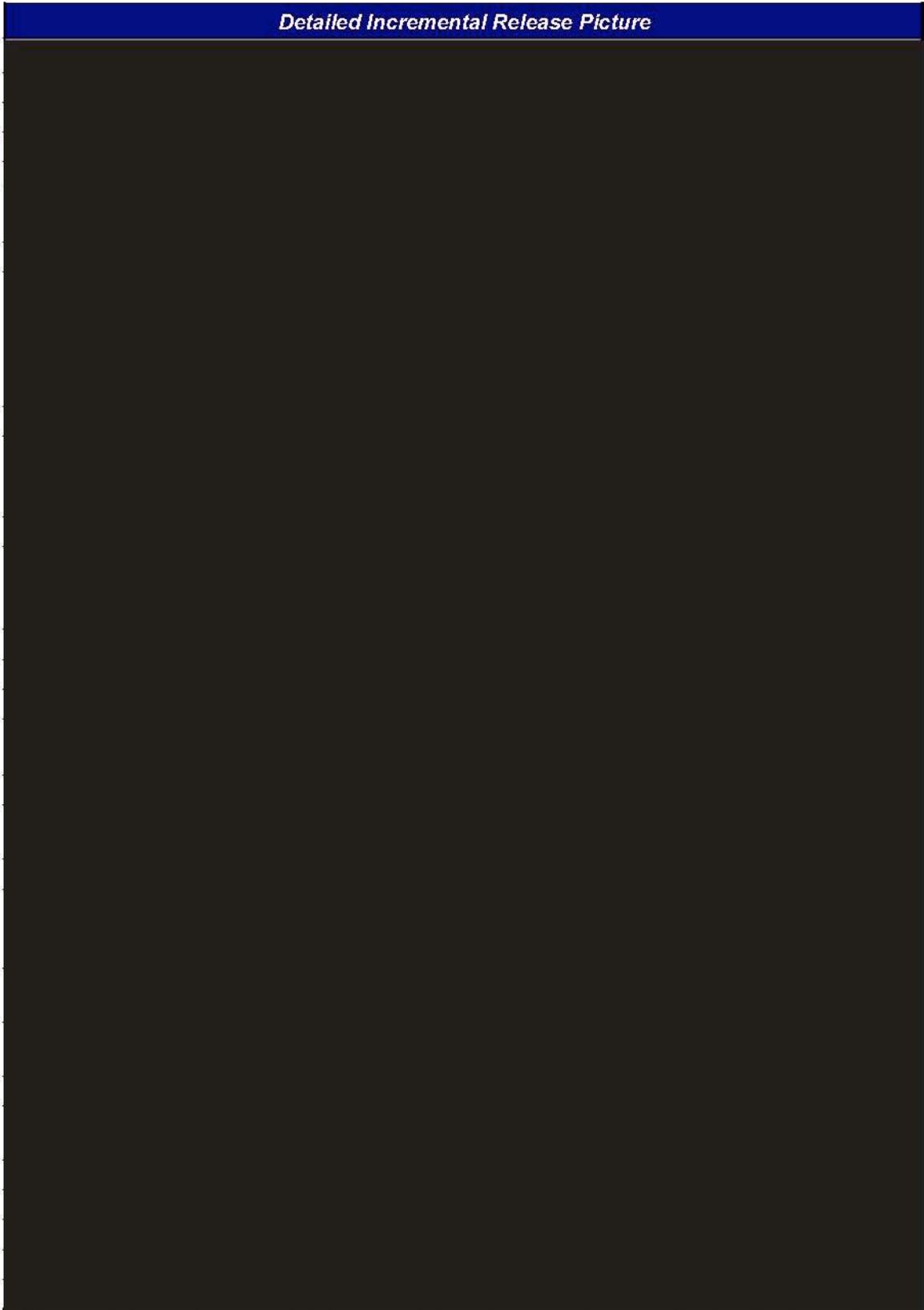


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 1 of 15)

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Detailed Incremental Release Picture

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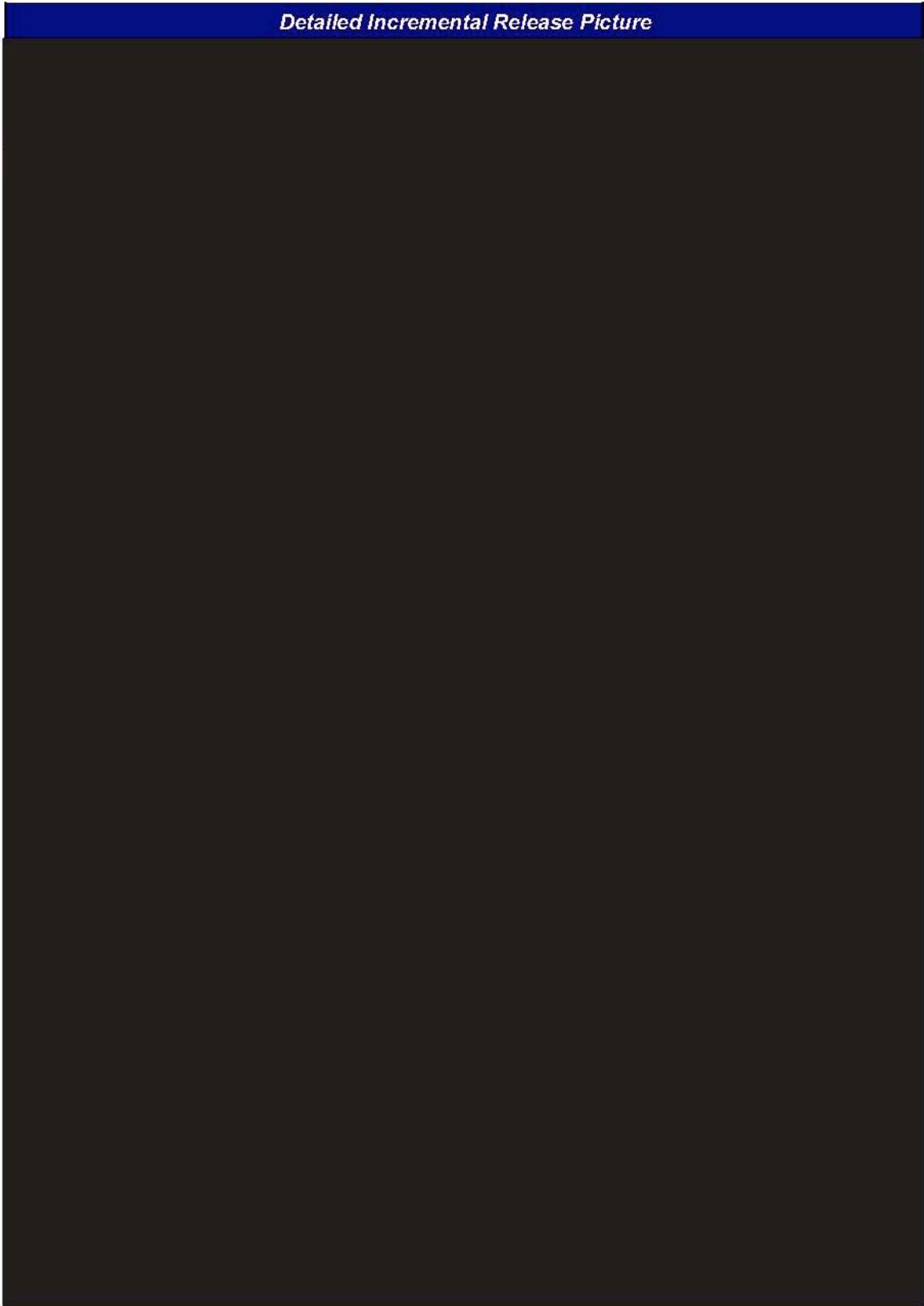


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 2 of 15)



Detailed Incremental Release Picture

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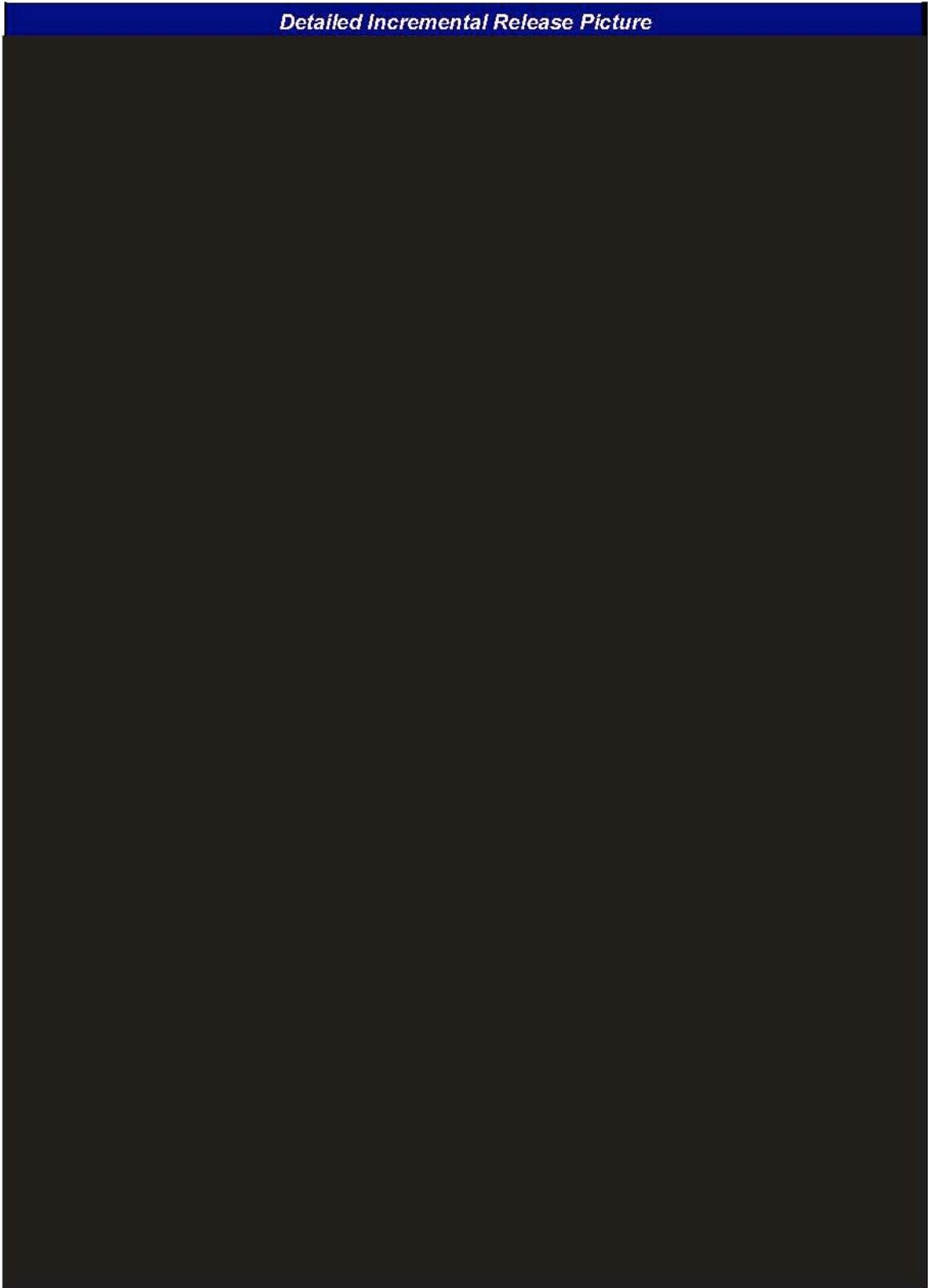


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 3 of 15)



Detailed Incremental Release Picture

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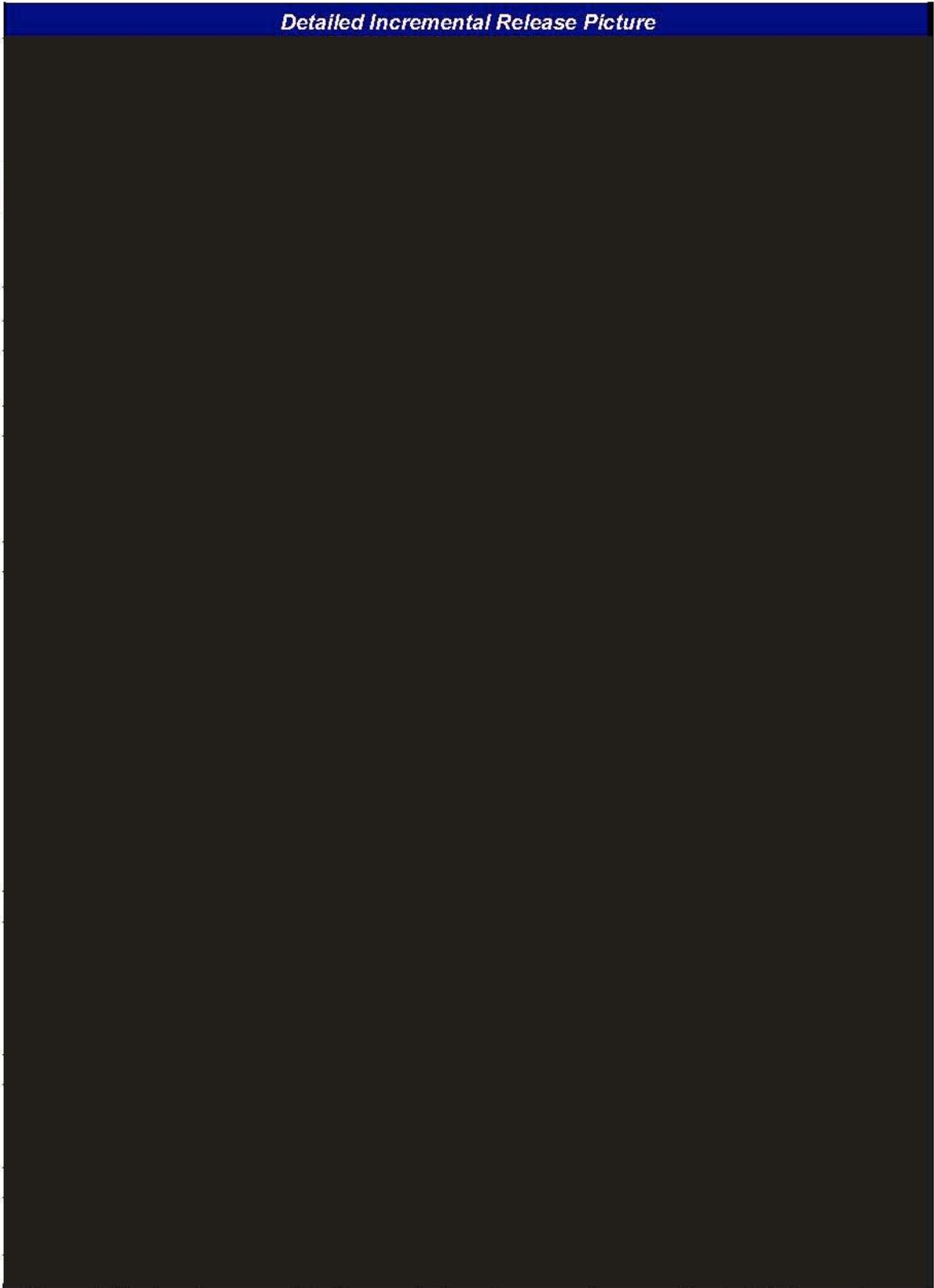


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 4 of 15)



Detailed Incremental Release Picture

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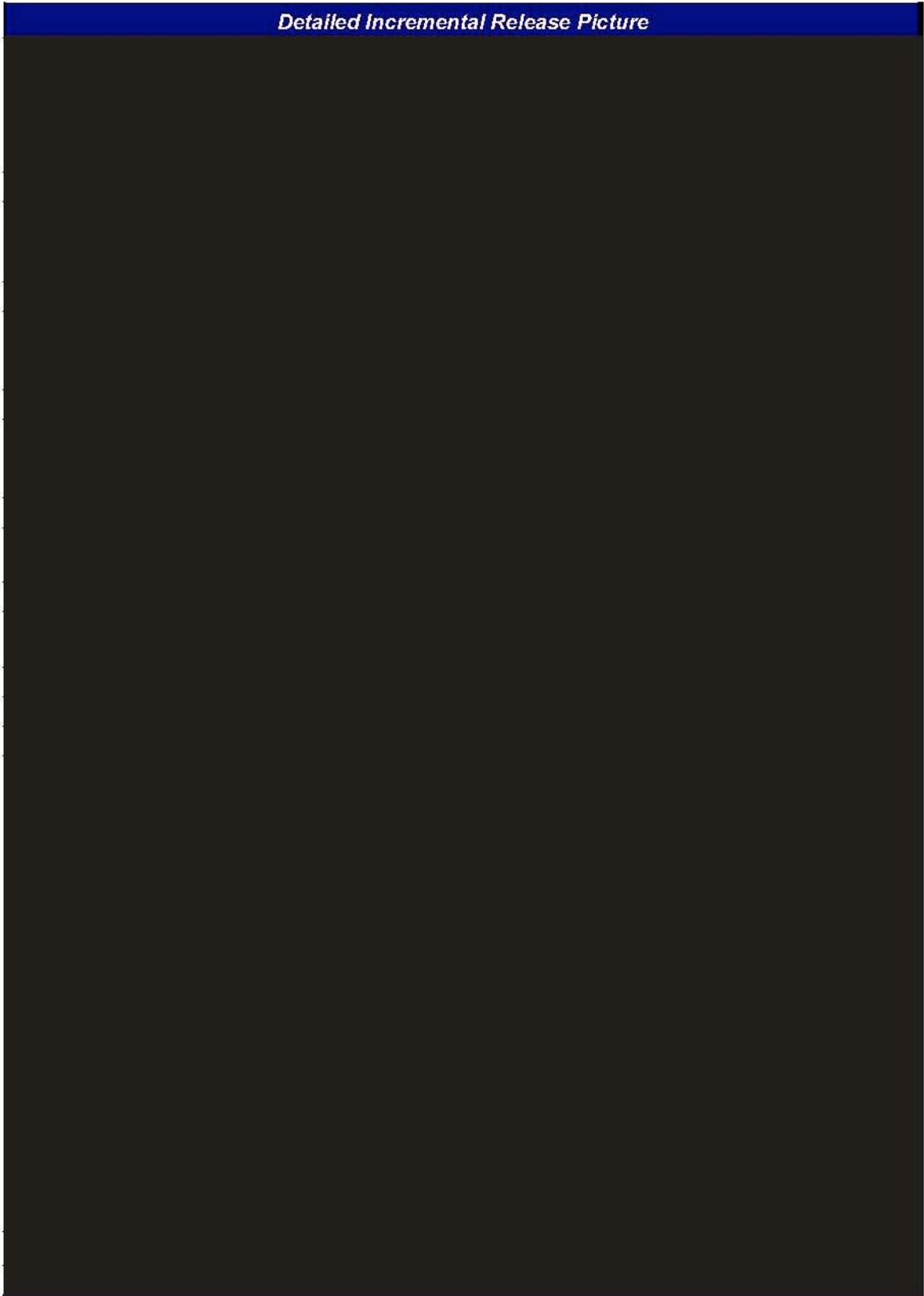


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 5 of 15)



Detailed Incremental Release Picture

b(4)



Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 6 of 15)



Detailed Incremental Release Picture

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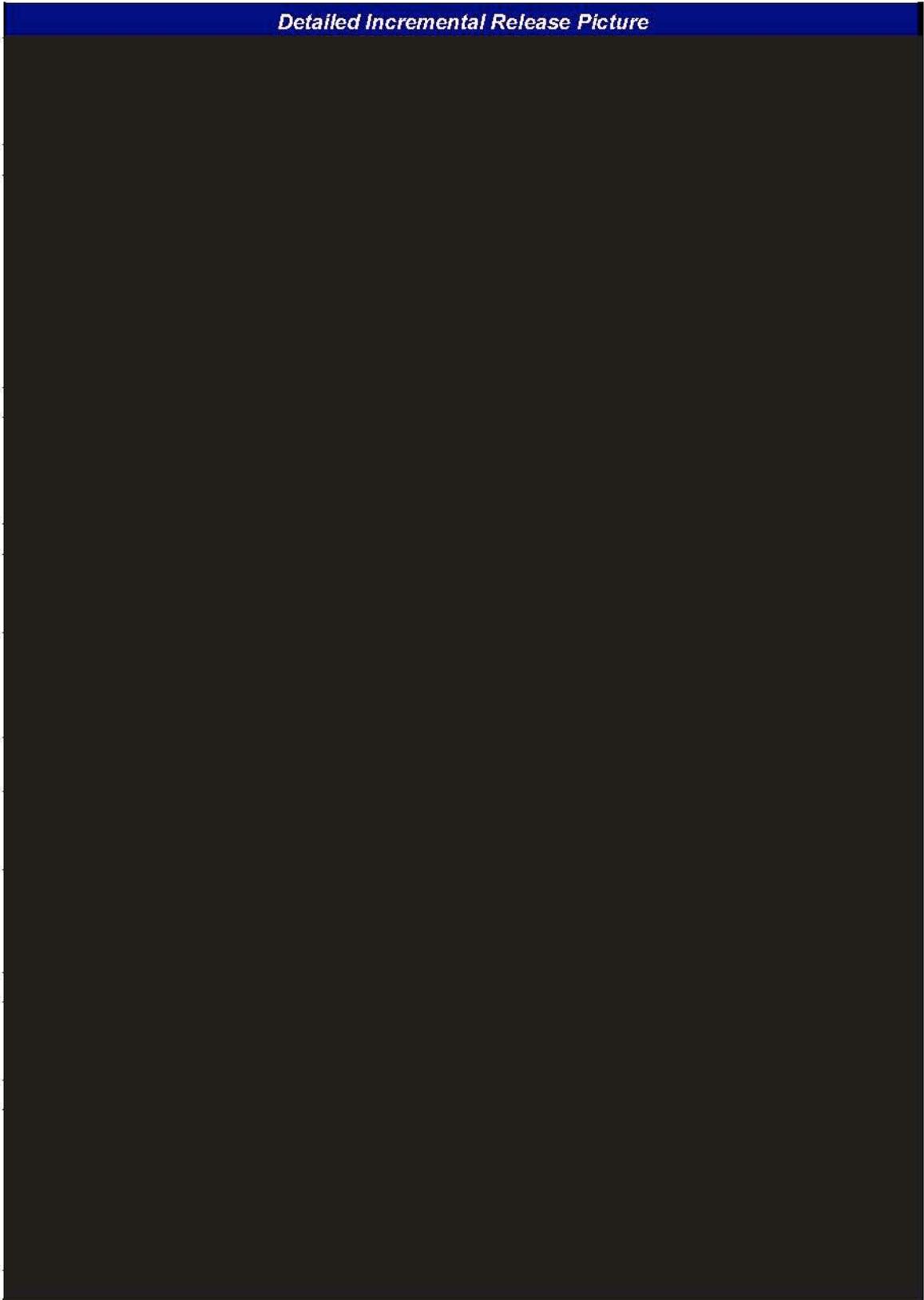


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 7 of 15)



Detailed Incremental Release Picture

b(4)

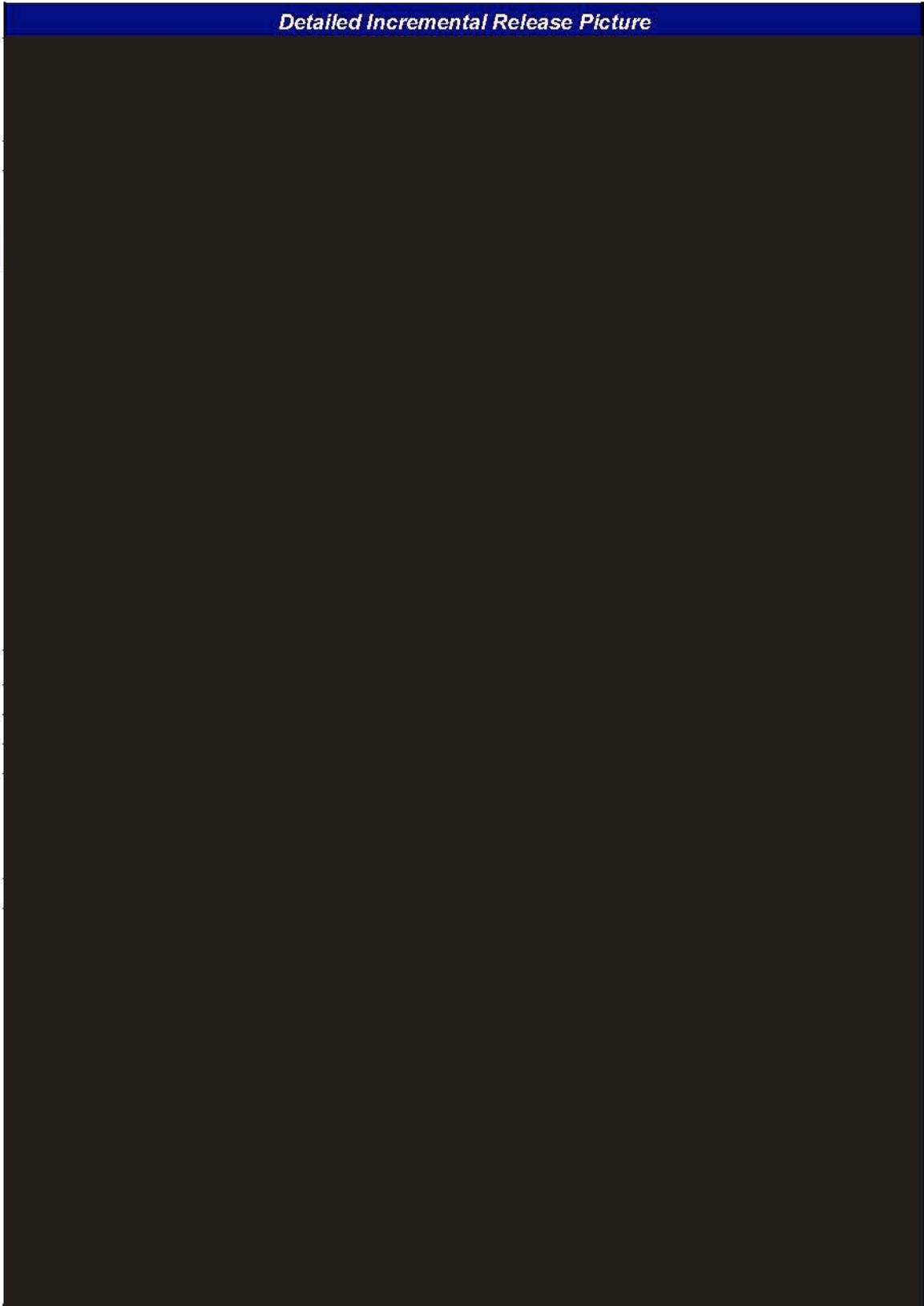


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 8 of 15)



Detailed Incremental Release Picture

b(4)

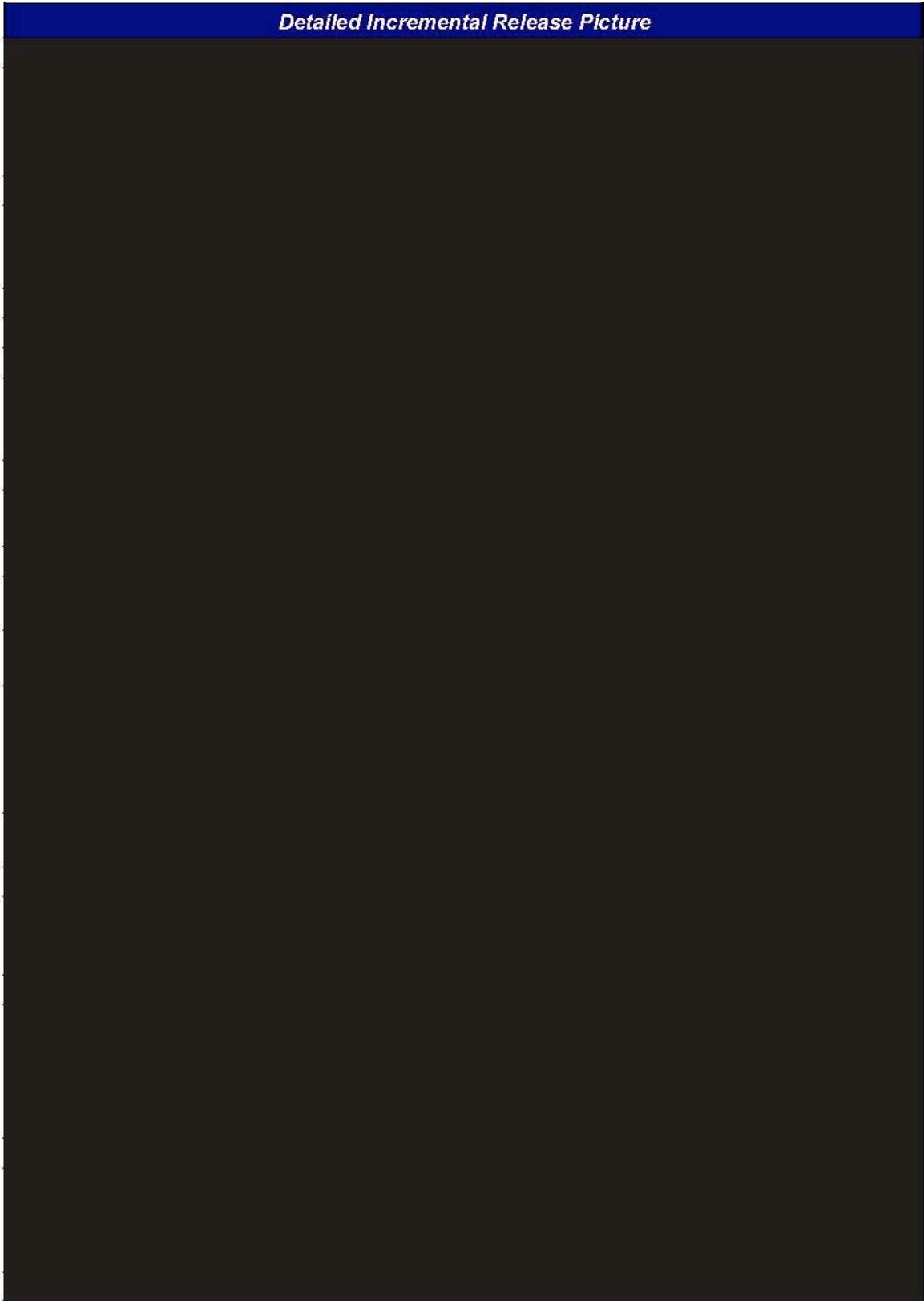


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 9 of 15)



Detailed Incremental Release Picture

b(4)

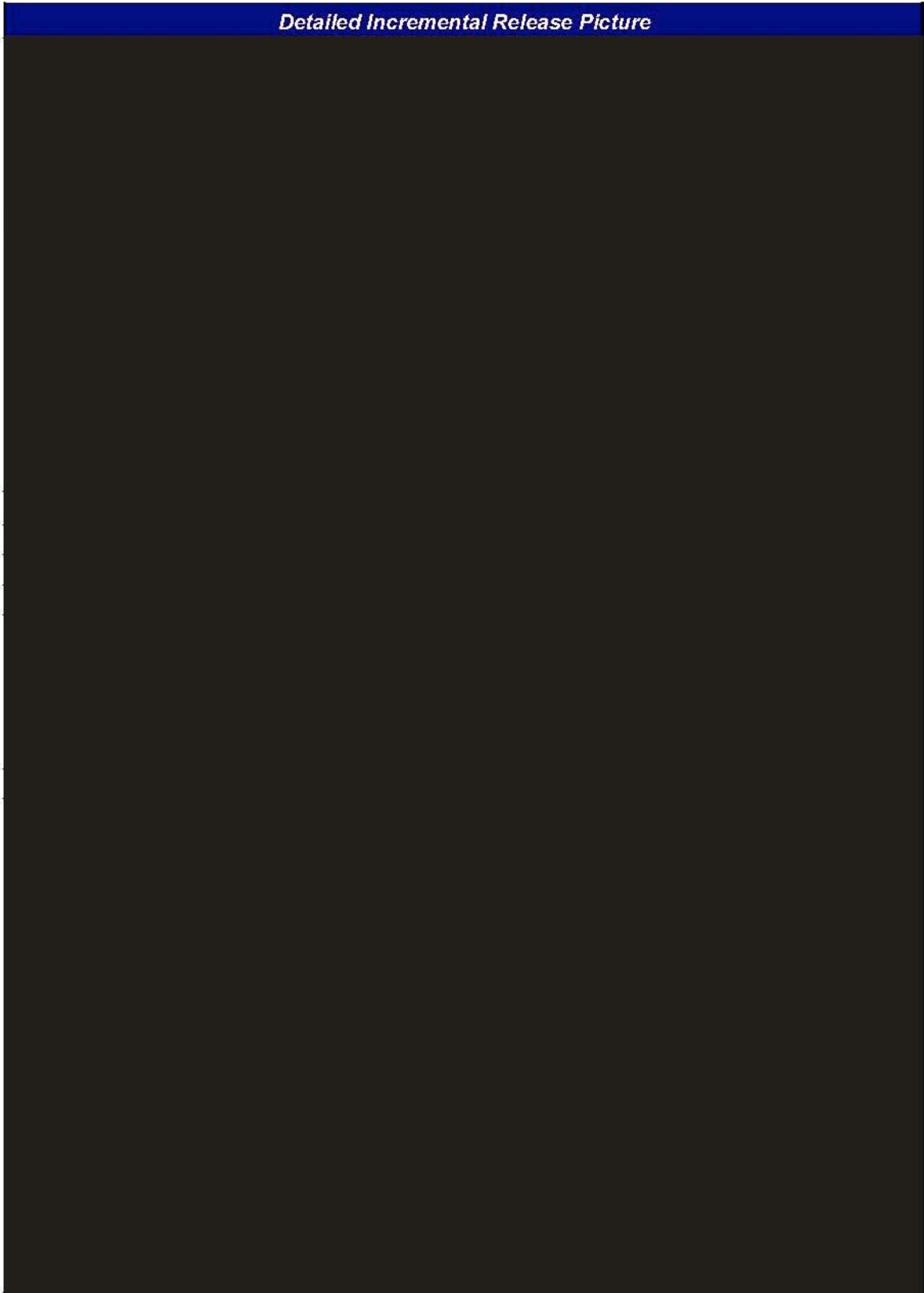


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 10 of 15)



Detailed Incremental Release Picture

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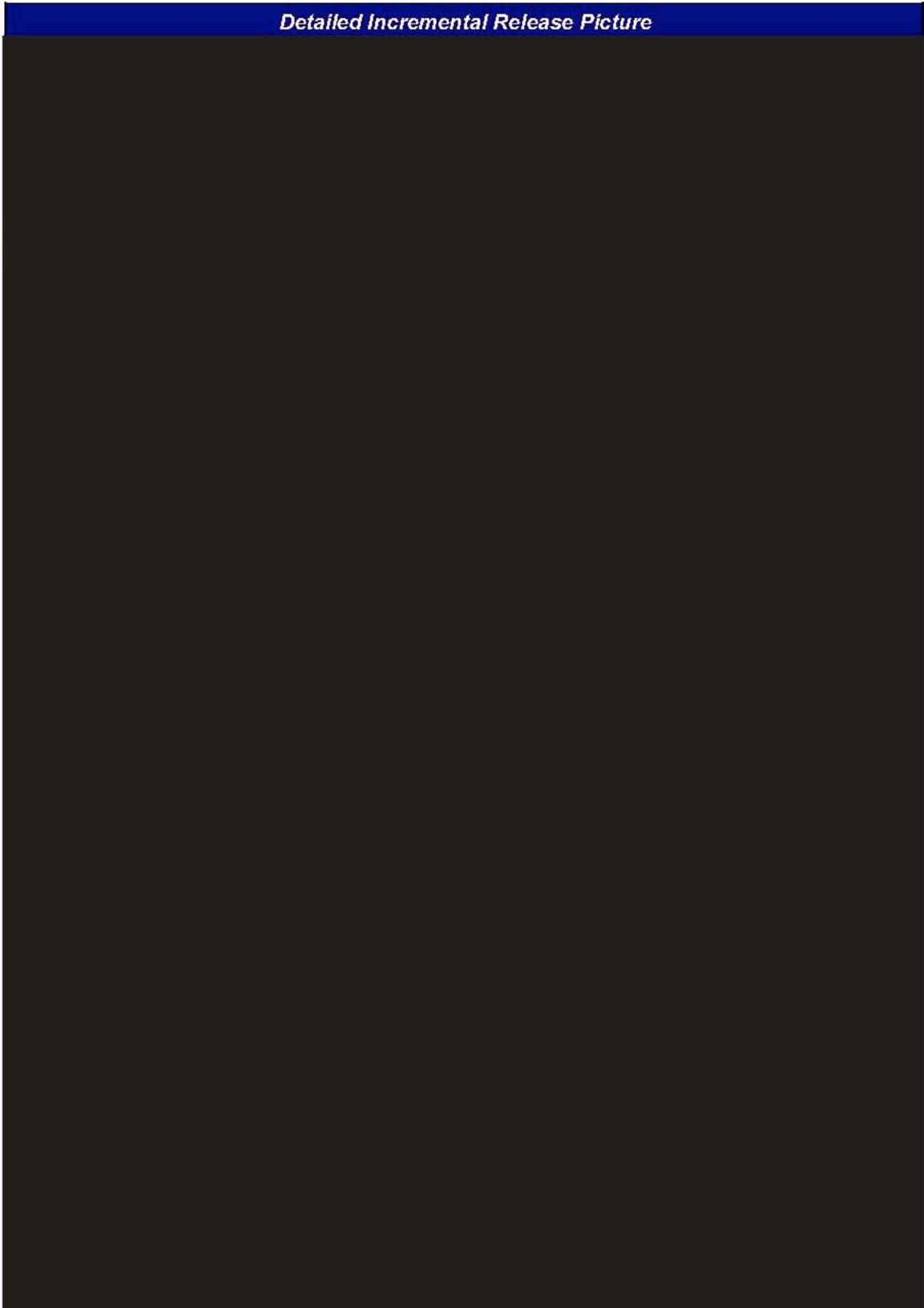


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 11 of 15)

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Detailed Incremental Release Picture

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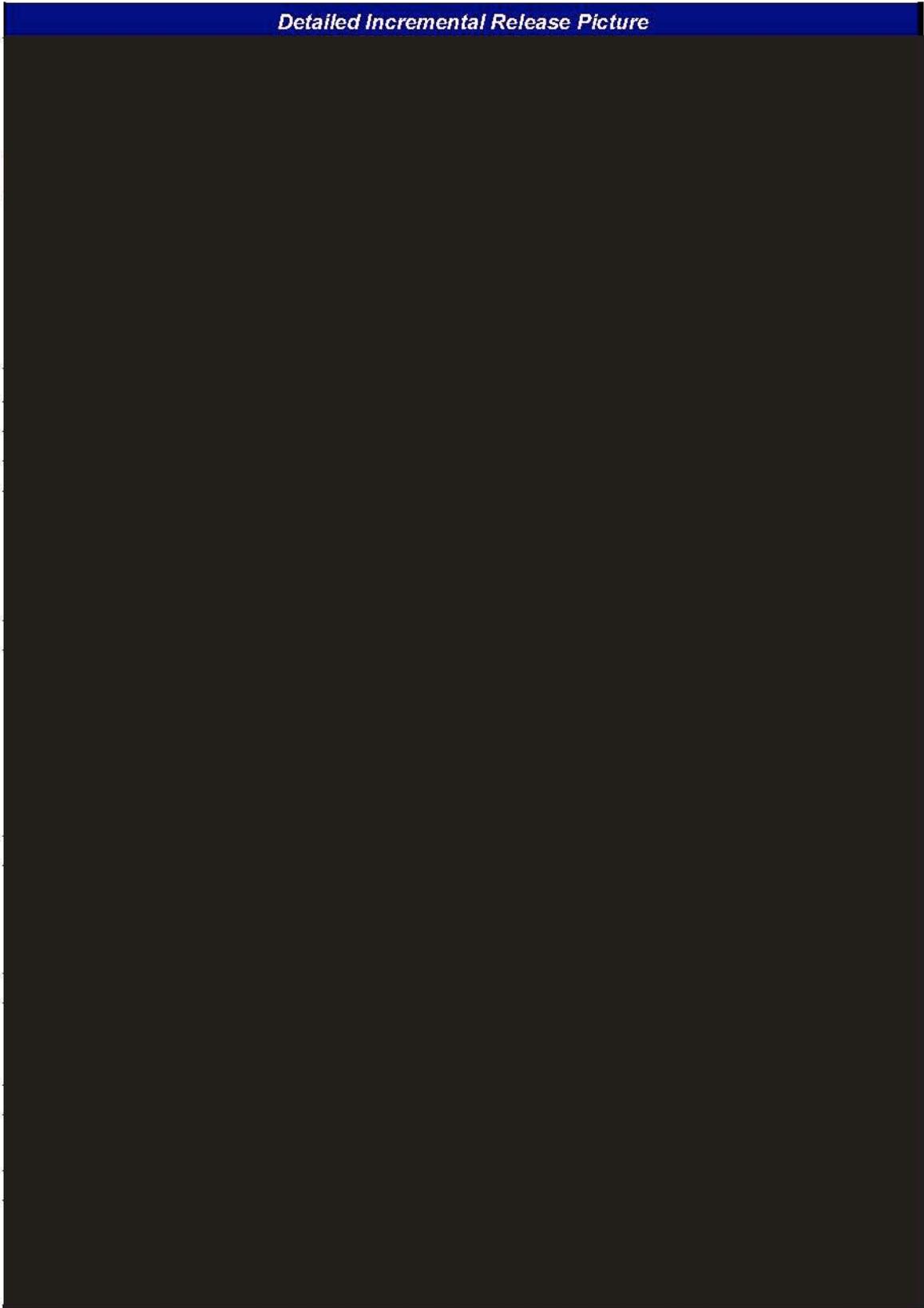


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 12 of 15)



Detailed Incremental Release Picture

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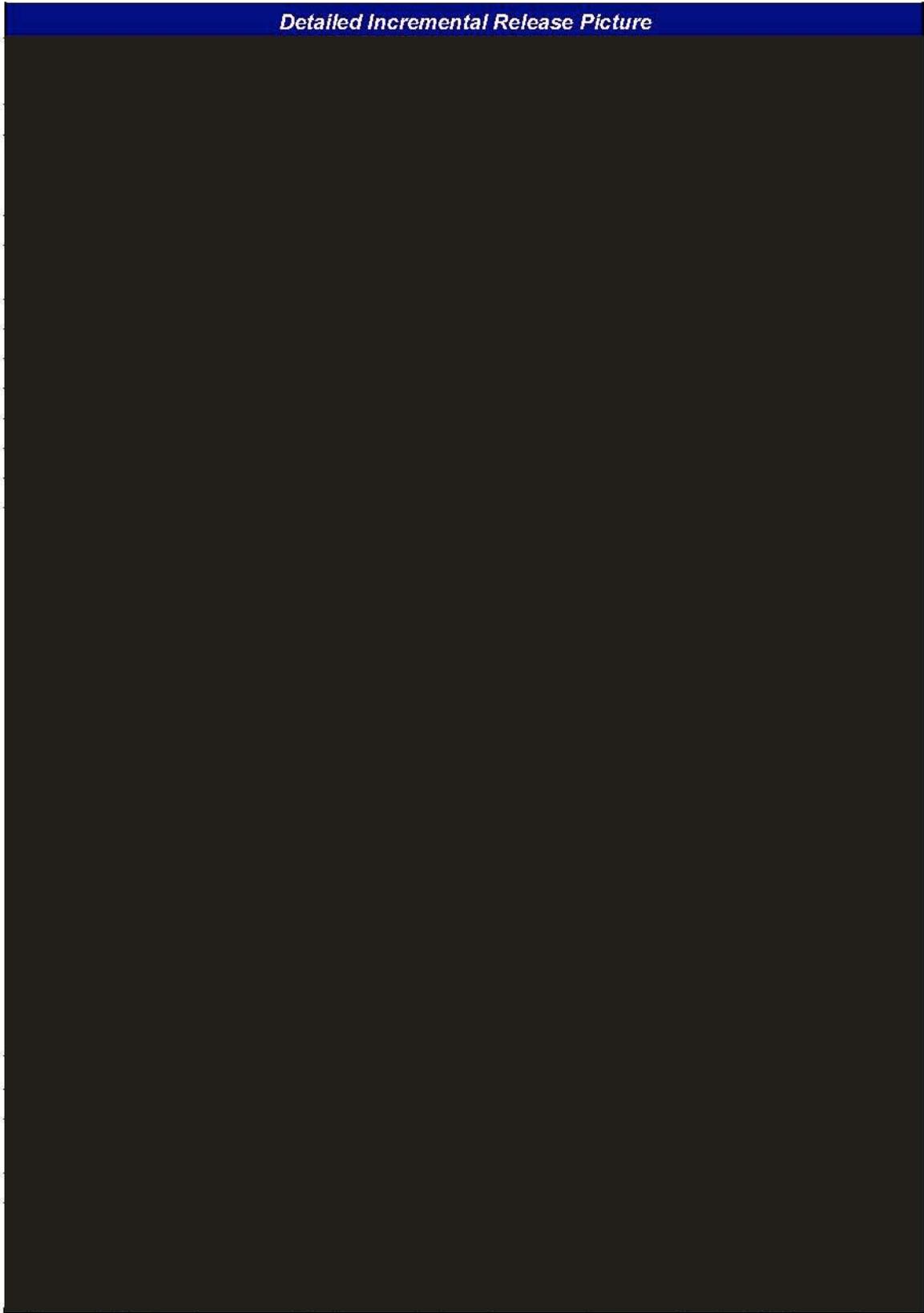


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 13 of 15)

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Detailed Incremental Release Picture

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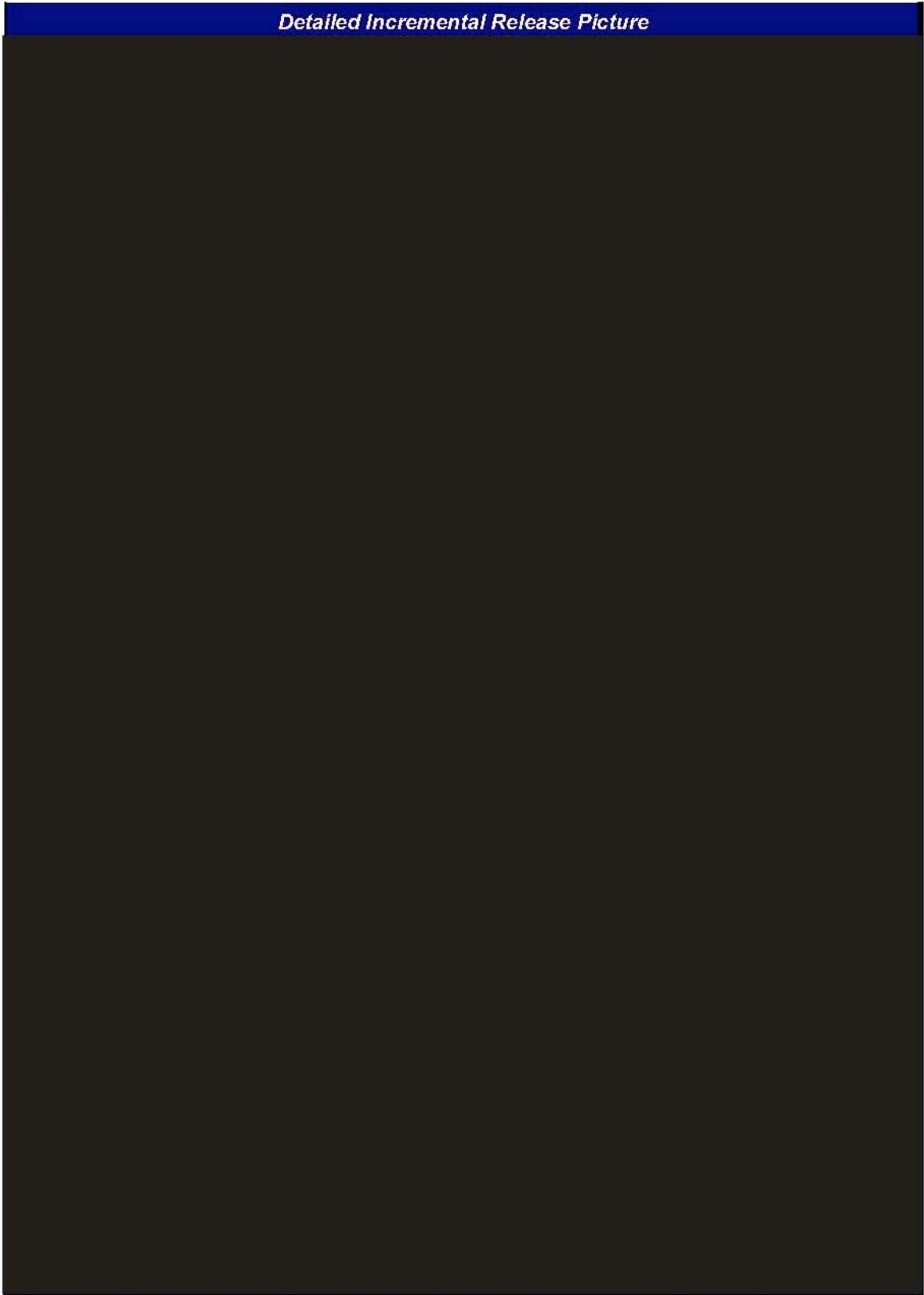
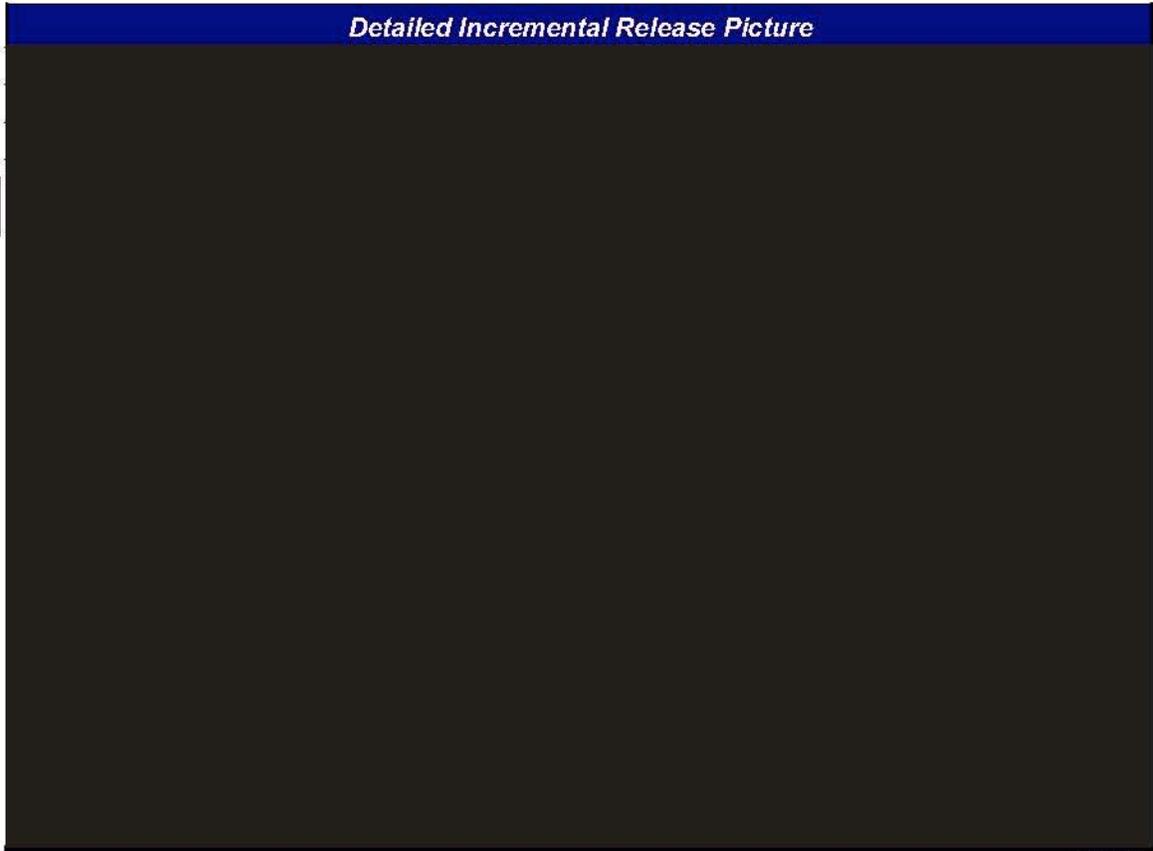


Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 14 of 15)



Detailed Incremental Release Picture

b(4)



USVP 222

Figure 2-13. Our incremental release strategy incorporates security, facilitation, privacy, and legislation to deliver business value and success in each increment (sheet 15 of 15)



3.0 US-VISIT IMPLEMENTATION METHODOLOGY

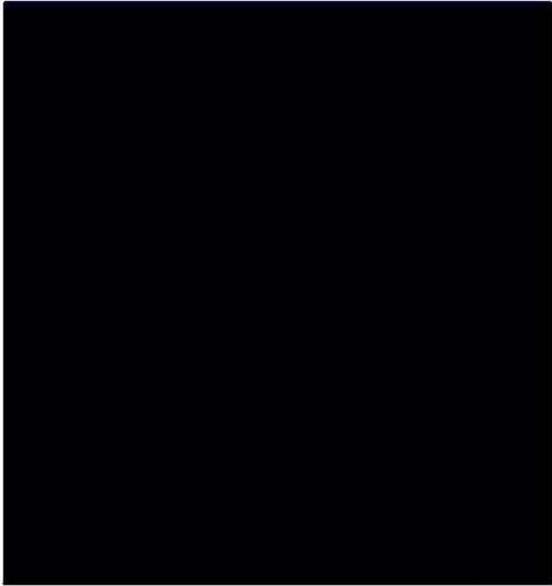
Our implementation methodology, based on our extensive past experience, blends state-of-the-art Business Process Reengineering (BPR), Organizational Change Management (OCM) and Enterprise Architecture (EA) processes into a comprehensive Enterprise Lifecycle Model (ELCM) delivering the US-VISIT End Vision on budget and schedule.

Our US-VISIT implementation strategy is based on our extensive implementation experience on the Defense Logistics Agency (DLA) Business Systems Modernization (BSM) program, NASA's EOSDIS Core System (ECS) program, the USPS Delivery Operations Information System (DOIS) program, and the [REDACTED]

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A key feature of our strategy includes a flexible increment planning approach that includes outreach to stakeholders, as shown in Figure 3-1, to adapt to changes in priorities, funding and policy.

Our implementation methodology takes the best practices from across our Alliance to deliver the US-VISIT End



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USVP 199

Vision at low implementation risk, within cost and schedule.

3.1 Planning Methodology

Our approach to planning, shown in Figure 3-1, facilitates integration and consistency across the program by partnering with the US-VISIT Program Office (UPO) and coordinating plans with stakeholders. Our Enterprise Plan and each of the Increment Plans use this coordination process. The Government sets goals and priorities. Alliance Subject Matter Experts (SMEs) provide insight and

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USVP 054

Figure 3-1. We partner with the Government and coordinate with stakeholders for plan development to facilitate operational acceptance



guidance to define solid plans and then subsequently keep them on-track. We coordinate plans with the relevant stakeholders to address their concerns and facilitate operational acceptance. We work closely with the UPO throughout the planning process to make sure the plans are consistent across the program.

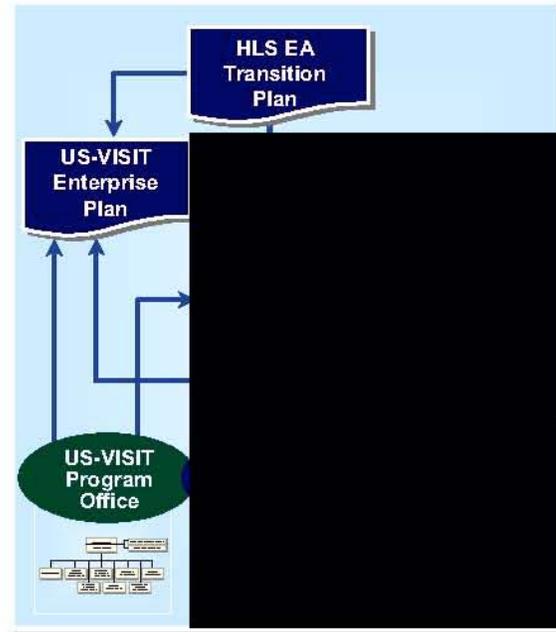
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Major plan inputs include policies and mandates, HLS Enterprise Architecture, DHS priorities and funding profiles. More details on the planning process are shown in Section 5.0 Transition and Sequencing Strategy.

Multiple Levels of Plans. The Homeland Security (HLS) Enterprise Architecture (EA) Transition Plan is the driving plan for US-VISIT. We use the HLS EA Transition Plan to develop the US-VISIT Enterprise Plan. The Enterprise Plan is the program level plan that defines the overall program processes, tools, and management approach. Enterprise planning is an enhancement to standard program planning due to the inclusion of our Organization Change Management (OCM) and Business Process Reengineering (BPR) methods and processes.

The HLS EA Transition Plan also drives each of the Increment Plans that occur throughout the life of the program. To keep the program consistent with the DHS mission goals and priorities, we continually keep the increment plans in alignment with the HLS EA Transition Plan.

Figure 3-2 shows the multiple levels of plans and key inputs. The Enterprise Plan and all Increment Plans are based on meeting the business goals defined by the HLS EA, consistent with the EA Transition Plan. The Business Architecture Integrated Product Team (IPT) takes the DHS mission goals and develops the



USVP-128

Figure 3-2. US-VISIT plans are driven by the HLS Transition Plan to support DHS Mission Goal achievement

US-VISIT specific business goals/requirements, with direction from the UPO. The determination of business goals is based on satisfying all policy and congressional mandates, DHS priorities and business goals and the funding profile. Alliance member

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provide the cost/benefit analysis (see Section 8.0 for more information).

The Business Architecture IPT works with the UPO to select the business goals to be implemented in an Increment. Feedback from previous Increments provides improved processes over the life of the program. The Systems Engineering IPT provides technical insight, risk assessments, and Commercial Off-The-Shelf (COTS) availability assessments to define increments that are technically feasible and cost effective with minimal performance risk.

Plans also take into account human factors and the determination of how much change the users can handle. Our Human Performance Support approach was used



successfully on the USPS DOIS program,

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The Enterprise and Increment Plans are the drivers that define the requirements for US-VISIT. The system architecture implements the goals/requirements defined in the plans. Figure 3-3 shows the features and benefits of our Increment Planning approach.

3.2 Enterprise Lifecycle Model

The Enterprise Lifecycle Model (ELCM) is shown in Figure 3-4. This model defines all phases of the program from initiation to retirement/program shutdown. After Enterprise Planning, the next phase of the program is Business Model Definition. The US-VISIT view of the HLS EA is developed in this phase. We use

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For a complete set of tools, see Volume 4 Part B, Paragraph 1.3 of our proposal.

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are used to define the new business processes required to meet the US-VISIT business goals. These business goals are the driving requirements used by engineering to develop the system architecture. Each business goal has metrics associated with it, in the form of measurable Desired Business Results (DBRs), so that the success of meeting that goal is quantitatively determined. Section 1.0 provides more details on our US-VISIT DBRs.

In the Architecture Definition Phase, a flexible, component-based End Vision Architecture is developed. The Architecture components are defined

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This approach allows the US-VISIT system to be

Features	Benefits
[Redacted content]	

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USVP 118

Figure 3-3. Our Increment Planning phase provides flexibility and reduces risk

developed incrementally based on providing the highest priority/value business goals in each increment.

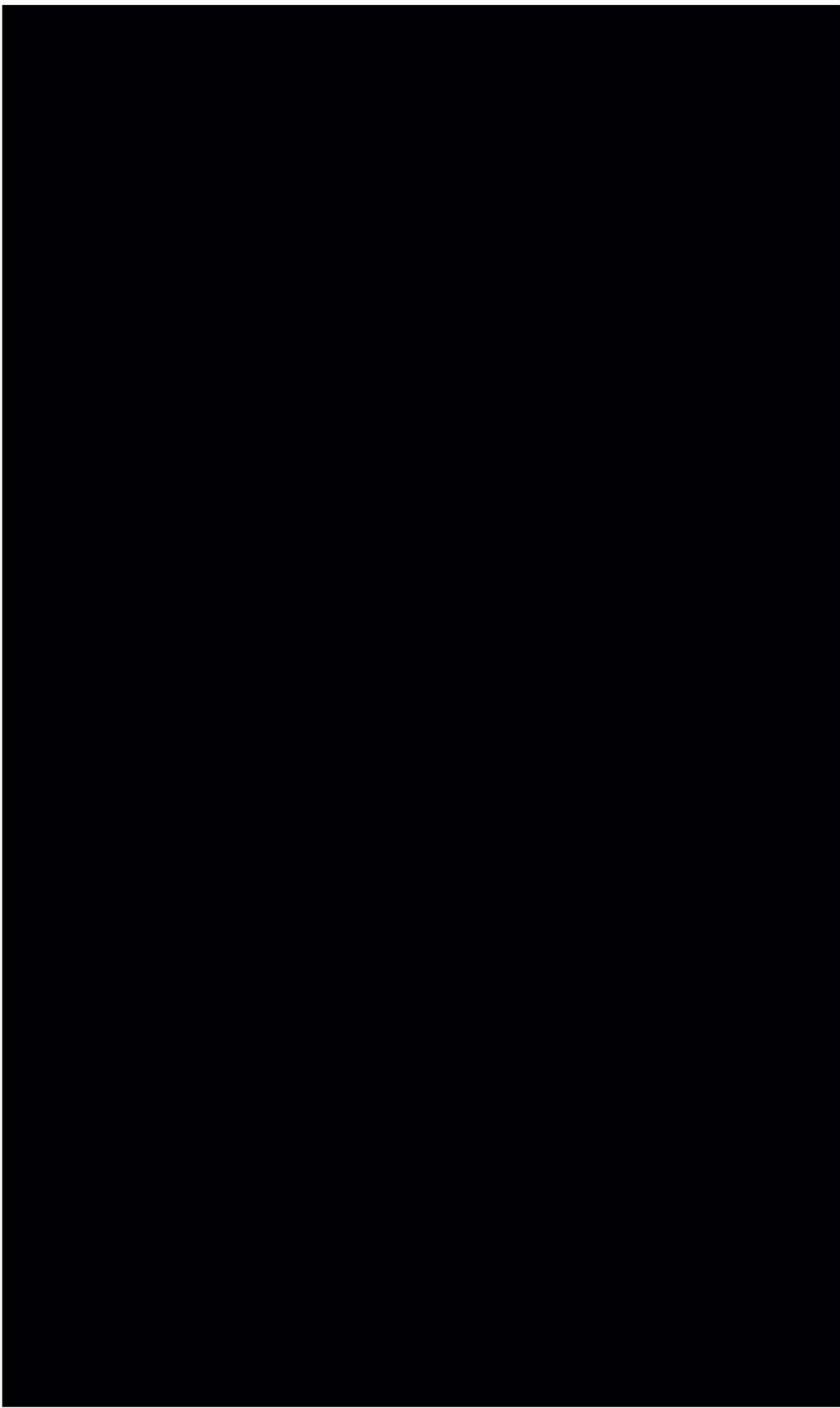
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Organization Change Management (OCM) processes are performed throughout the lifecycle and include communications, usability, organizational design, training and operational support to facilitate operational acceptance. This approach,

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Metrics (DBRs), based on satisfying the goals defined as part of Business Model Definition, are monitored throughout the program as part of OCM. Paragraph 3.4 provides details on our OCM processes.

Our business goal oriented ELCM directly supports the DHS Capital Planning and Investment Control (CPIC) process. Our increment planning process provides



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USVP-008

Figure 3-4. The Enterprise lifecycle model blends BPR/change management and systems development and integration to deliver the US-VISIT vision to meet mission requirements at low risk

Volume 3, Part A End Vision

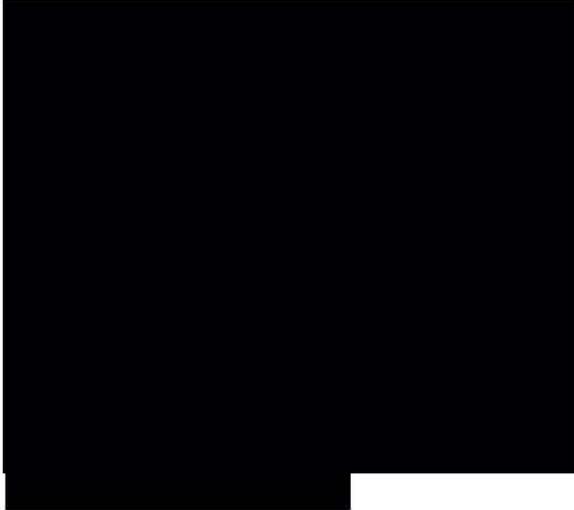
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the inputs needed for the Select Phase of the CPIC process. For details on how the increment planning supports CPIC, see Section 5.0 Transition and Sequencing Strategy. The Control Phase is performed as part of our Enterprise Management and Control and the Evaluate phase is performed in the Installation Phase.

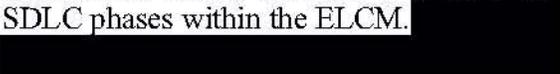
3.3 System Development Lifecycle

The System Development Lifecycle (SDLC) is integrated into our ELCM. The light yellow boxes, in Figure 3-4, show the SDLC phases within the ELCM.



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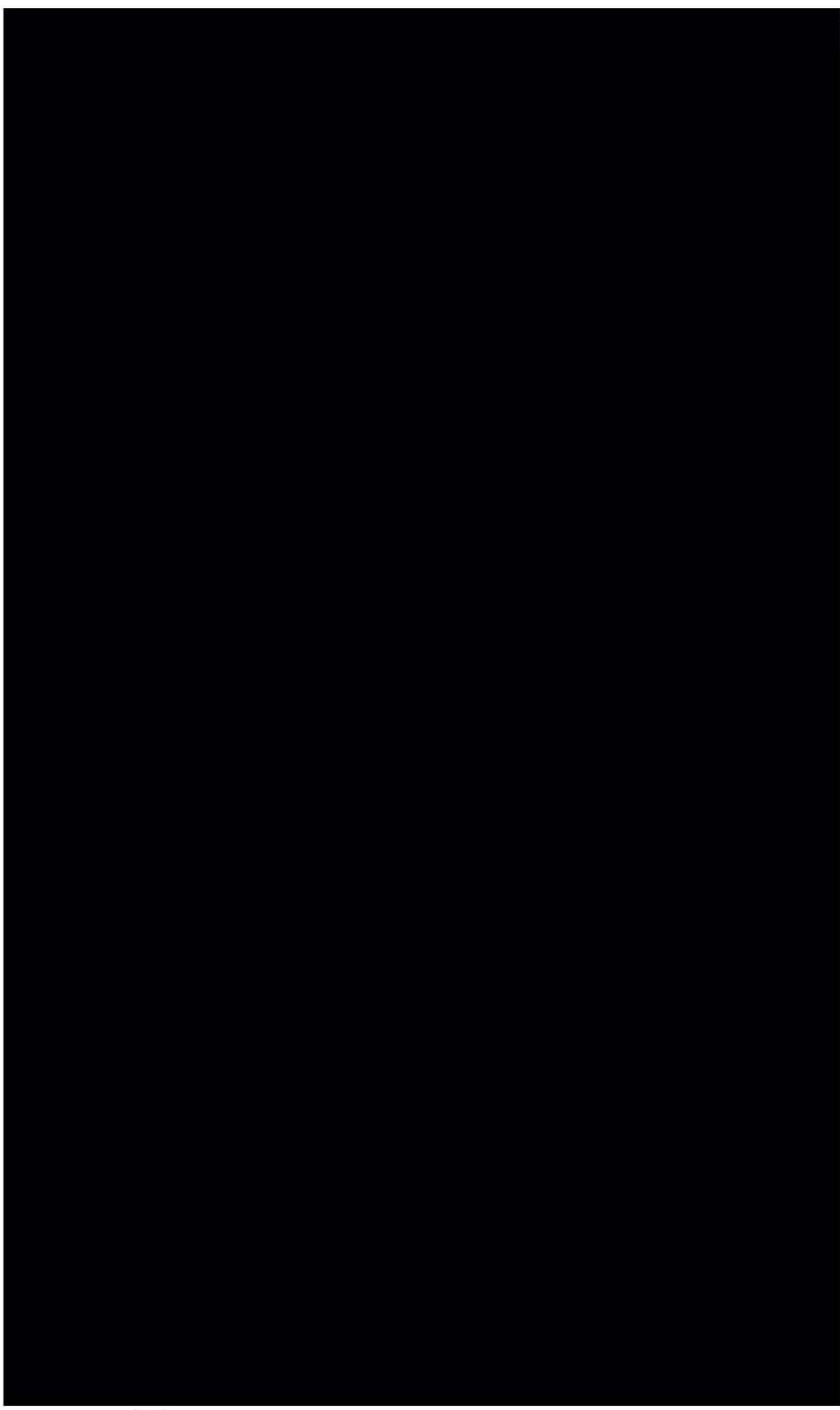


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USVP 041

Figure 3-5. Developing the system architecture by iterating requirements against COTS availability leads to a lower cost, low-risk solution



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USVP 008

Figure 3-6. Our business needs

Volume 3, Part A End Vision

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The SDLC starts with the development of the End Vision Architecture in the Architecture Definition Phase.

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[Redacted] that meet business goals and can be implemented independently allowing the sequencing to fit the CPIC process, changing funding, priorities, congressional mandates, and alignment to the HLS EA.

Figure 3-5, shown previously, is the next level expansion of the Architecture Definition Phase of the lifecycle. For a COTS-based system, the architecture, requirements and COTS/reuse component selection are developed together in an iterative process. This state-of-the-art process developed by Raytheon was on used on the NASA ECS program and published by IEEE.

The first phase of each Increment, upon receipt of a new task order, is the Increment Planning Phase. During increment planning, the sequencing process, described in detail in Section 5.0, is performed to allocate business goals to this increment, align the increment to the HLS EA, and generate the inputs needed for the CPIC select process. In the Increment Planning Phase, our comprehensive SDLC is tailored to fit the size and complexity of the increment. For example,

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Another key benefit

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[Redacted] b(4) COTS engineering, as a discipline, is significantly different from other engineering disciplines. The skills required to build a COTS based system are different than the skills used in developing a new system from scratch.

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technology assessment can be ineffective if it is not focused. It can turn into a "sandbox" for smart engineers to play with new toys if not managed correctly.

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The Technology Assessment Team is also responsible for working with the HLS EA team for coordinating pattern and component reuse. Where possible, US-VISIT uses the patterns and components defined by DHS. In some cases, US-VISIT develops new patterns and components that can be reused in other parts of DHS. This partnership with DHS helps minimize costs, supports interoperability, and reduces implementation risk.

3.4 Business Process Reengineering (BPR)

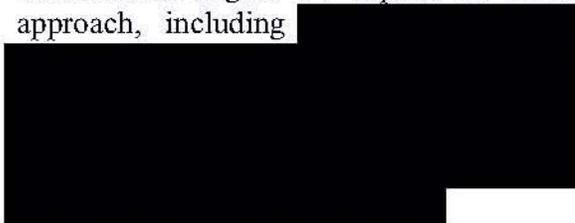
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Recommended Approach. We tailor our BPR approach to meet US-VISIT program goals and challenges and integrate it into our Enterprise Lifecycle Model (ELCM). One key challenge is that achieving US-VISIT goals cuts across three agencies (DHS, DoS, and DOJ) and three major bureaus within DHS (CIS, ICE, CBP). The complexities of the program reinforce the need to implement BPR efforts continuously and involve key stakeholders. Figure 3-7 depicts our BPR approach, including

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The scenario depicted in Figure 3-8 exemplifies BPR continuous process improvement in action. Prior to March 1, 2003, employees at a POE represented three separate agencies (INS, Customs, and USDA), all performing different mission functions with different business processes. Employees had different sets of

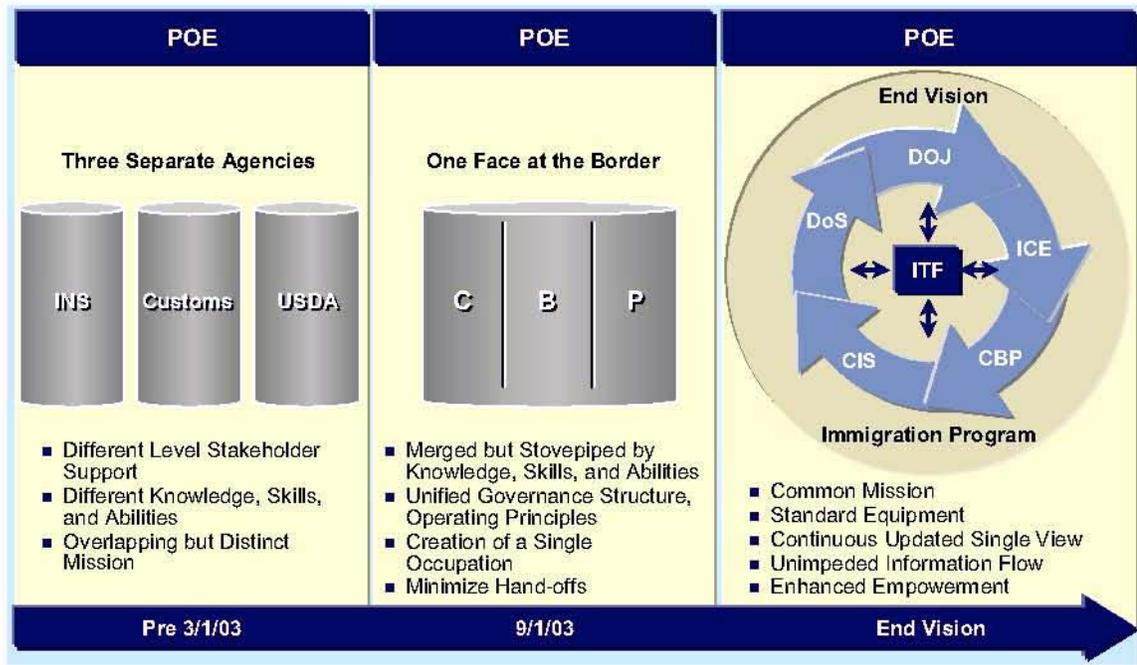
knowledge, skills, and abilities that required different training. For example, INS inspectors were required to speak Spanish but Customs inspectors were not. In addition, neither Customs nor INS employees needed knowledge of plants, fruits and vegetables, and animals, whereas USDA employees did. After March 1, 2003, the next BPR step merged the three agencies into Customs and Border Protection (CBP) creating a single occupation for the CBP officer. Through this process, the INS and Agriculture inspection processes moved to CBP, and the Customs structure expanded to become CBP, which presents One Face at the Border to the public. Within the bureau, however, employees essentially maintained their existing functional knowledge base. The merger redefined the roles and responsibilities of the CBP officer. This provided the framework for a common organization. Basic training for CBP officers at FLETC now includes immigration, customs, and antiterrorist duties. With the implementation of our End

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USVP 168

Figure 3-7. The detailed process design and continuous improvement methods, successfully implemented at USPS, TSA and DLA, identified necessary process changes to support the new environment



USVP 210

Figure 3-8. BPR drives continued progress toward the End Vision achieving a common view which cements immigration system integrity

Vision, the Alliance builds on the current BPR programs to achieve a seamless, end-to-end border management process.

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To institutionalize US-VISIT knowledge, we incorporate this knowledge in the existing CBP officer curriculum and similar training courses for ICE and CIS users.

We build on the successes from within DHS and the US-VISIT Program as well as our team's business transformation experiences with DHS, its legacy agencies, TSA and with other organizations such as the U.S. Postal Service and the Defense Logistics Agency. We reuse BPR work already underway and coordinate with other major programs such as ACE and CAPPS II.

Our team focuses BPR on the following Desired Business Results (DBRs):

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Driven by these principles,

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This knowledge supports analysis of the risks across stakeholder groups and drives organizational change management strategies and operational support necessary to implement the new processes.

3.5 Organizational Change Management

Utilizing our knowledge and understanding of your environment based on information from Alliance Immigration and Customs Subject Matter Experts (SMEs) and experience with other border management projects, our comprehensive and tailored Organizational Change Management (OCM) approach accelerates operational acceptance for US-VISIT. Our approach develops and empowers DHS staff to achieve the US-VISIT goals of enhancing national security, facilitating legitimate trade and travel, increasing immigration system integrity and maintaining compliance with applicable privacy laws.

3.5.1 Strategy and Approach

We collaboratively develop and institutionalize OCM activities to address the human performance issues of the DHS stakeholders and communities of interest. These activities are defined according to our proven OCM approach and build upon successes from our experience with similar implementations at the Defense Logistics Agency (DLA),

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United States Postal Service (USPS), Customs and Border Protection, and

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and the current work being performed such as the One Face at the Border initiative. The US-VISIT program is only successful if the DHS workforce, stakeholders, and communities of interest are willing and able to accept the changes

associated with US-VISIT. Our OCM approach prepares the DHS workforce, stakeholders, and communities of interest for these changes.

Our methods address

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Focusing on human performance issues enables us to gauge progress toward the End Vision and tailor our approach to make the process of US-VISIT change more predictable.

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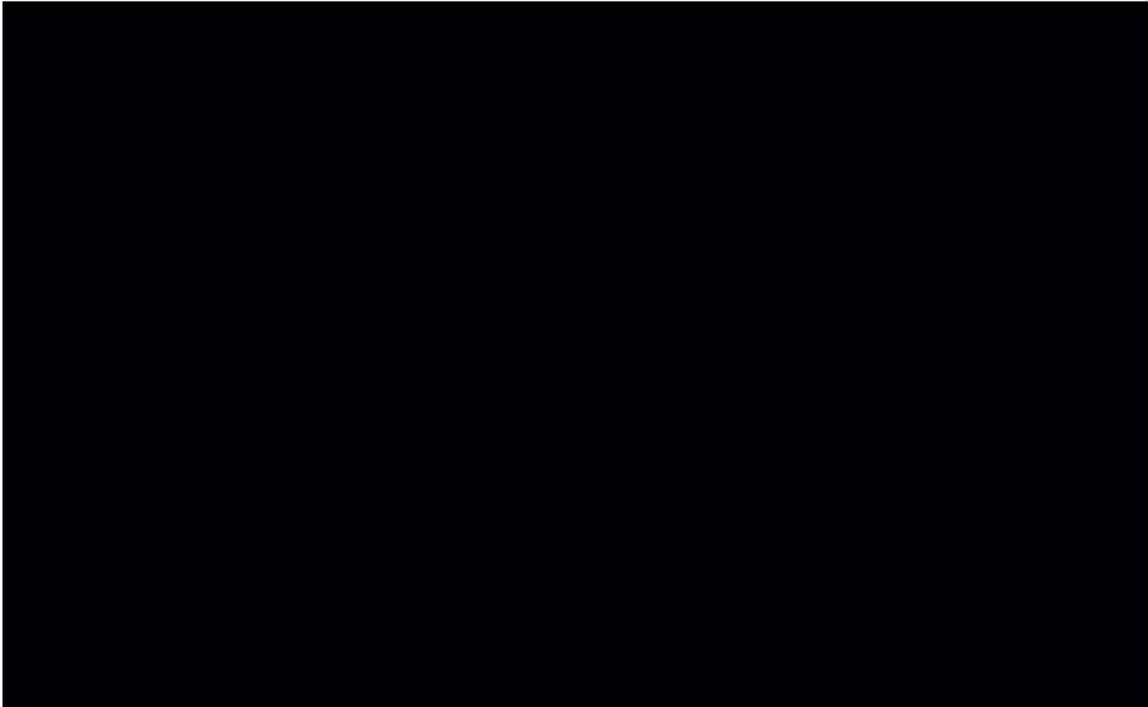
3.5.2 Communication and Sponsorship

Our OCM methodology is framed by Alliance Best Practices in conjunction with the DHS Business Methodology embodying the new evolving DHS culture. In addition, our methodology is imbedded in our Enterprise Lifecycle Model.

Broad, sustained, executive sponsorship is essential for effectively promoting change in any organization. Border Transportation Security (BTS) leaders have to provide the sponsorship for change. DHS leaders at the executive and supervisory levels clarify and communicate the business drivers, key imperatives, and sense of urgency that support the US-VISIT program. Union officials are also sponsors where they represent significant user groups, as in the Customs Border Patrol.

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USVP 196

Figure 3-9. The Accenture Human Performance Framework

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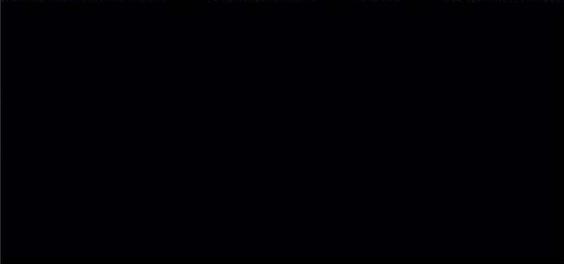
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The events of September 11 changed what defined a threat to the United States, and what the public expects in terms of keeping our borders safe. The US-VISIT program brings additional tools and responsibilities to the workforce to manage these expectations. US-VISIT is an extension of and compatible with initiatives already in place addressing mission, shifting priorities, larger cultural issues, and change in assignments. For example, prior to September 11, Customs was substantially engaged in the war on drugs but after 9/11 90% of Customs Enforcement was directed toward preventing weapons of mass destruction from entering our country. Our OCM methodology is flexible to support the changing demands on the DHS organization.

Impacted policies include intra-agency, inter-agency, and international policies. For example,



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[Redacted]

We envision sponsorship for the US-VISIT program cascading throughout all levels of the organization to achieve a successful implementation. Establishing a change network infrastructure that includes sponsors, change agents, users, and defining the roles and responsibilities of each group achieves success. We plan to use communications vehicles already successfully in place with user organizations.

3.5.3 Communications and Outreach

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[Redacted]

Section 6.0, further details our Communications and Outreach Process.

3.5.4 Change Readiness and Risk Mitigation

Our change readiness approach determines how prepared the DHS organization is for a change.

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On US-VISIT, we determine the number of assessments through collaboration with DHS leadership to increase the efficiency of our efforts.

We use assessment tools such as

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Assessments are performed prior to implementation to evaluate the current DHS infrastructure and workforce competencies, identify roles and responsibilities of stakeholder groups and existing communication vehicles. In addition, we obtain feedback throughout the program lifecycle. Our assessment results provide DHS with details regarding US-VISIT implementation issues at that point in time. We use feedback to elevate issues and concerns to DHS leadership and US-VISIT program teams, and to make improvements to our OCM approach.

[Redacted]

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We enlist the DHS Directorate for Management and CBP Office of Human Resources and its bureau counterparts to

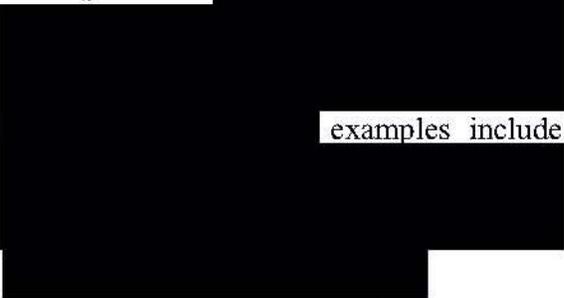


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Examples of

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examples include

collaboratively manage US-VISIT changes impacting all levels of the organization.

We work with key DHS executives, such as the Assistant Secretary for Policy within the Border and Transportation Security Directorate, the Program Management Staff of US-VISIT and the leaders of CBP, CIS, ICE, and the Department of State Bureau of Consular Affairs (DoS/CA), to define a high-level vision of the organizational structures supporting the US-VISIT mission. We consider key criteria such as speed of transit through POEs, other Government initiatives, enablement of the US-VISIT vision, and DHS constraints such as funding, staffing, and culture. We also use best practices and governance structures such as those already in place in CBP for One Face at the Border.

3.5.5 Organization Design/Alignment

Organization design/alignment reflects the US-VISIT strategy and serves as a key business transformation driver. Our organization design/alignment activities are shown in Figure 3-10.

with
Cour

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as described in paragraph 4.1, to



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This is similar to what was

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USVP 181

Figure 3-10. Organization alignment provides structure for aligning the US-VISIT organization and its employees to address and manage the new business processes and technology to meet desired business goals throughout the incremental change process



accomplished through CBP’s review of the roles and responsibilities of the new CBP officer and General Schedule (GS) Series.

[Redacted]

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3.5.6 Training

Our collaborative training approach promotes development of a structured training program to prepare DHS Stakeholder groups to use the new US-VISIT business processes and technology successfully.

[Redacted]

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After implementation, we monitor user needs

[Redacted]

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Training Methodology and Delivery. Our approach and methodology for educating and training DHS personnel is summarized in Figure 3-11.

[Redacted]

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[Redacted]

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Utilizing existing DHS training materials or customizing existing training materials based on US-VISIT changes, where possible to reduce costs, we develop a well-coordinated training plan, curriculum, and materials for successful training delivery.

[Redacted]

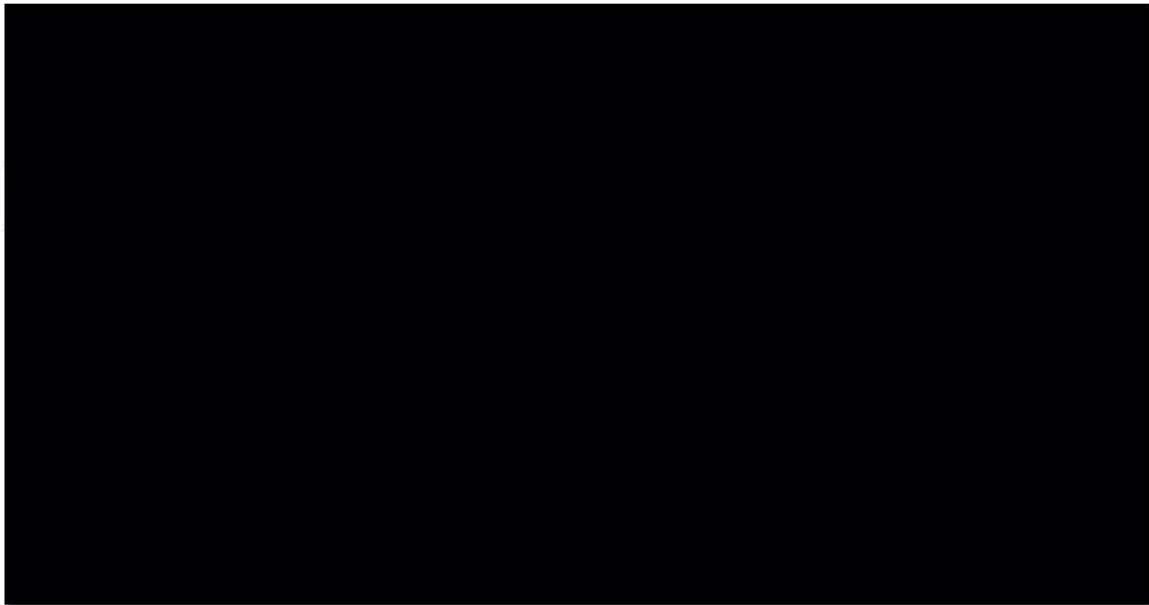
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USVP 187

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Figure 3-11. Our proven approach to training and performance enhancement delivers

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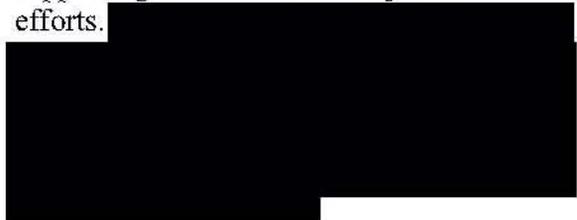
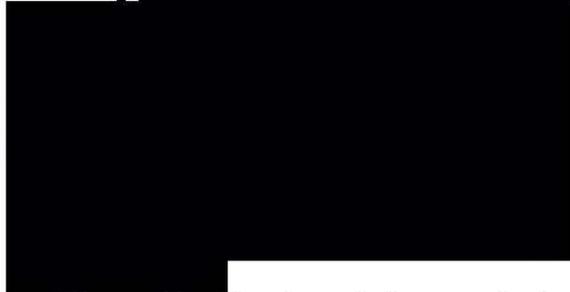
The “train-the-trainer” approach is a familiar, frequently used technique within INS and Customs cultures, was used for the ACE implementation, and has been the primary training method for the One Face at the Border training.

abilities to function independently and work interdependently with other Government elements such as DoS/CA.

Management Training. The goal of management training is to enable managers and supervisors to be effective in supporting awareness and job readiness efforts.

We use additional methods for delivery including

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3.5.7 Culture Change

We confirm that knowledge transfer is successful through an ongoing feedback process. This process operates during training when users demonstrate readiness through hands-on exercises and after training with the successful implementation of the change. Certification of proficiency occurs through successful completion of training curriculum. The ultimate goal is to provide DHS users with the skills and

Sustained high levels of performance depend on a culture that is cohesive, defines explicit values, and encourages work in accordance with those values. Effectively managing cultural issues is essential for the success of US-VISIT. A positive work experience is fostered by effective leadership, workforce planning, and well-targeted training and development programs. Demonstrating a genuine concern for performance issues, such as appropriate forms of recognition and rewards, is also important. Several layers of cultural issues exist, ranging from



issues unique to DHS to those that are unique to each individual POE site. All of these layers have direct and indirect impacts on US-VISIT.

We recognize that DHS is experiencing the merging of several cultures. Our approach to US-VISIT takes into account both the diversity of user cultures and the intensive DHS transition activities. Within CBP alone 15,000 potential US-VISIT users, the blend of former Customs, INS and Agriculture inspectors as well as new hires trained as CBP officers at ports of entry present key agency challenges. Faced with implementing FAST, ACE and changes to selectivity, along with differing attitudes toward IT and IT skills, line employees at the border depend on program-to-program coordination to provide comprehensive communication and training by location.

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We support and facilitate a collaborative culture for US-VISIT. We engage multiple stakeholder groups to attend the same meetings, and we implement [Redacted]

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We fully commit to the achievement of successful organizational change management and business transformation for US-VISIT. [Redacted]

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3.6 Architecture Strategy and Overview

The Homeland Security (HLS) Enterprise Architecture (EA) Transition

Plan drives our strategy for implementation of the US-VISIT architecture. The result is a component-based incremental implementation strategy, aligned with the HLS EA and the Federal Enterprise Architecture (FEA).

It is critical that US-VISIT be implemented incrementally according to and consistent with the HLS EA in order to achieve maximum business value to the Government. Figure 3-12 illustrates how we use the HLS EA to drive incremental implementation.

Our strategy for incremental implementation includes [Redacted]

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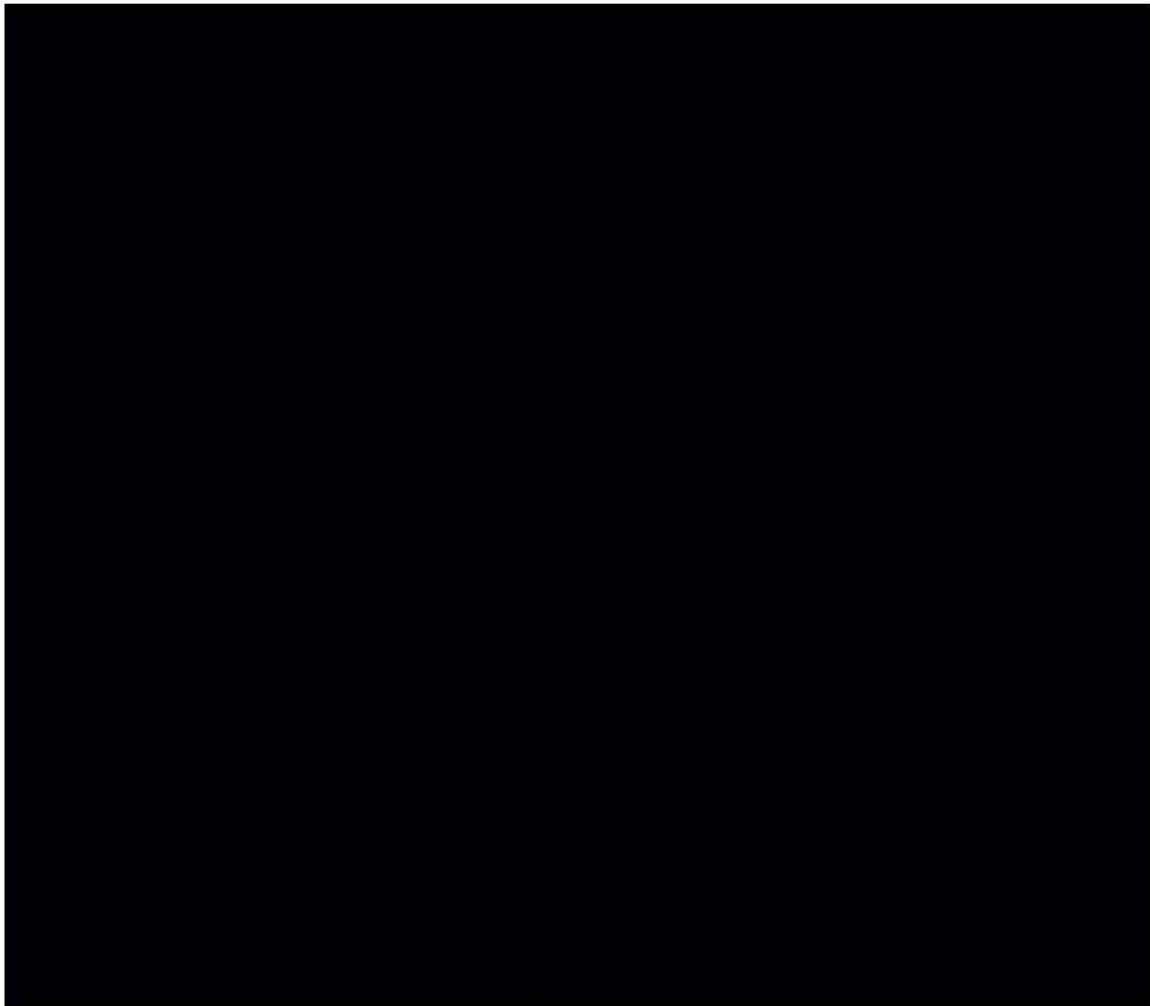
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3.6.1 Approach to Incremental Implementation through EA Alignment

Using the HLS EA to drive the incremental implementation of the US-VISIT program is important to long-term



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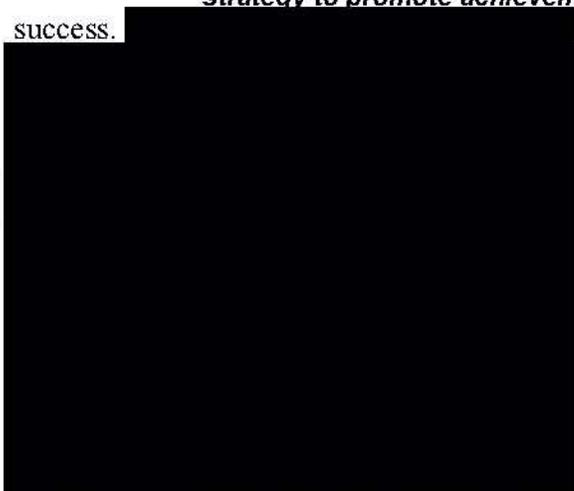


USVP 237

Figure 3-12. We use HLS EA to guide our incremental release strategy to promote achievement of desired business results

success.

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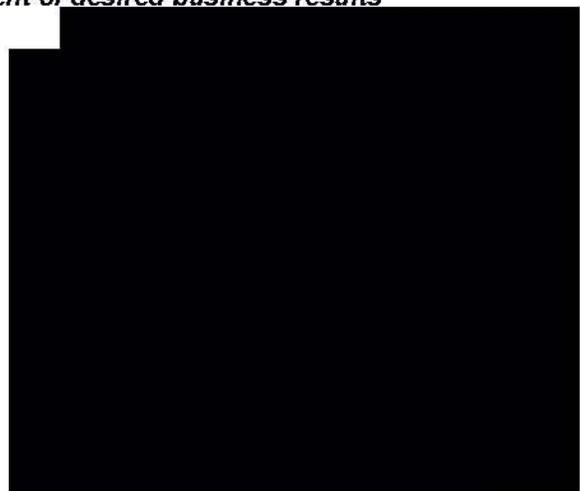


Figure 3-13 shows the steps in our strategy and how they fit into our Enterprise Lifecycle Model. See Paragraph 3.2 for details on our Enterprise Lifecycle Model.

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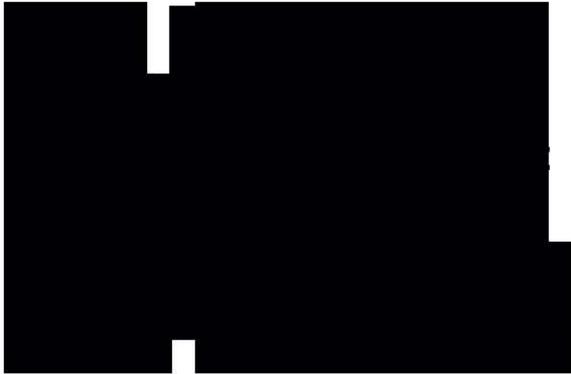
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A major element of our alignment approach is the reuse of HLS EA Patterns and Components. For example,

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Our US-VISIT End Vision solution, through its EA enabled Transition Strategy and its business focus, also provide Components and Patterns required by other DHS programs back to the HLS EA. Many Components of the HLS EA value chain are supported by US-VISIT capabilities. For example,

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USVP-184

Figure 3-13. We continually align our incremental release strategy and implementation methodology with the HLS Enterprise Architecture to facilitate reuse and reduce cost



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[Redacted]

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US-VISIT creates and integrates capabilities across DHS. For example, managing the removal of non-citizens is a capability currently supported by the ENFORCE program (from the HLS EA). The US-VISIT target architecture integrates the capabilities from ENFORCE within its own enforcement and investigations management capabilities. The end-state vision of US-VISIT represents a direct integration and re-use of capabilities provided by the HLS EA. Figure 3-14 illustrates the use of target architecture attributes for US-VISIT.

Our experience has shown

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Business processes, supported by Organizational Change Management (OCM), focused on decreasing terrorist threats, facilitating legitimate travel, improving the operational environment of US-VISIT organizations, and working with other organizations (DHS, Federal Agencies, States and Local) are key to the success of the program.

Target Architecture. The ability to re-use existing components, improve business processes, and mitigate risk is based on a US-VISIT target architecture that is integrated with the HLS EA. The US-VISIT target architecture is the End Vision view of the Components and Business Processes required to deliver US-VISIT. Our Target Architecture re-uses or integrates with existing DHS capabilities.

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The target EA view of US-VISIT is not a separate architecture but represents further refinement of capabilities required within the overall HLS EA. The series of conceptual projects and their associated Components and Capabilities defined in the HLS EA become the basis for further definition of a Target EA view of US-VISIT. US-VISIT champions portions of the DHS conceptual projects focused on Port of Entry (POE) management, threat identification, law enforcement, and infrastructure. Infrastructure is important because of the vast distributed nature of US-VISIT operations. US-VISIT implementation ties to the consolidation and integration of DHS infrastructure capabilities. Consistent with DHS objectives, the US-VISIT program helps to consolidate infrastructure capabilities within border management operations.

Transition. Managing transition risk in a program the size and complexity of US-VISIT is challenging.

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Figure 3-14. Our incremental implementation supports target End Vision by efficiently integrating new and existing capabilities

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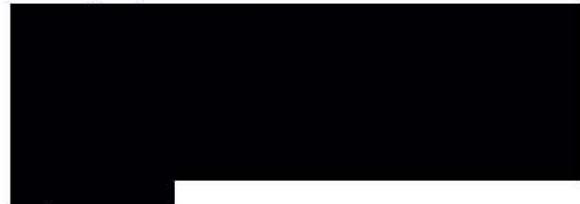


Establishing identity, for example, is part of the entry process and is sequenced in the first phase of US-VISIT, Increment 2B. Identification verification is also required in the first phase of the HLS EA. Congressional requirements for US-VISIT mandate the ability to establish identity at certain geographic areas. In addition, the ability to establish identity is core to most of the business processes across the HLS EA. The ability to target and provide information on the right person at the right time is a critical requirement across DHS. Integrating the DHS focus areas along with the transition strategy sequence into US-VISIT planning allows for a managed delivery of capabilities that corresponds with the needs of other DHS programs.

An effective transition strategy manages the gap between current capabilities and target capabilities and integrates within the HLS EA. This requires an approach that integrates the following five basic principles:

- Sequence capability delivery to manage and reduce the risk associated with the US-VISIT program.

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- Focus on re-use and integration within the HLS EA. Reuse of existing HLS capabilities reduces cost, schedule, and risk on US-VISIT. Providing reusable components back to DHS furthers the HLS EA and provides better value to U.S. citizens.
- Focus first on business processes, not technology deployment. Develop the right processes for Pre-Entry, Entry, Status Management, Exit, and Analysis and then match COTS and reuse to the new processes.
- Use the EA to establish the decision economics necessary to sequence and retire systems within US-VISIT and other impacted programs. The ability to accurately evaluate existing systems and processes is critical to the success of US-VISIT.

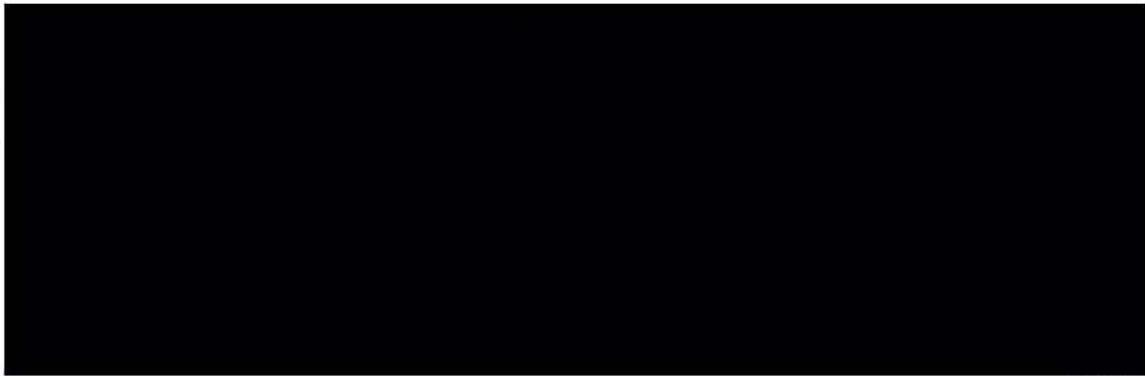


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Figure 3-15 shows a high-level view of our EA-based transition strategy is and how it deploys capabilities.



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USVP-108

Figure 3-15. We reuse existing DHS EA capability and create new EA capability phased in to deliver prioritized value in line with the incremental release strategy

3.6.2 Align and Advance DHS EA and FEAF

The development of a HLS EA view for US-VISIT is one component of our process for executing and managing our architecture strategy. We use our past EA experience and close ties with the HLS EA development team to keep US-VISIT aligned with the HLS EA. We understand the evolving state of the HLS EA, FEAF, and the OMB requirements.

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Key elements of our alignment strategy are:

- Reusing and contributing Patterns, Components, and Applications. This process allows US-VISIT to stay in sync with evolving standards employed across the HLS EA.
- Maintaining a view of the HLS EA that represents the business activities and drivers of US-VISIT. Supporting a consistent representation of the business processes defined in the HLS business model enables ongoing, accurate value chain analysis, better use of funding and less redundancy in processes and solutions.
- Maintaining the EA in alignment with OMB's Federal Enterprise Architecture Framework (FEAF).

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- Supporting the OMB Capital Planning and Investment Control (CPIC) processes.



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- Our state-of-the-art Organizational Change Management (OCM) process, described in Paragraph 3.5, provides an effective outreach program to facilitate US-VISIT operational acceptance.

Our approach, illustrated in Figure 3-16,



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DHS has created an effective foundation for the rapid deployment of US-VISIT capabilities by its development of the HLS EA. Our architecture approach builds on that foundation by using it to drive our incremental implementation strategy of the US-VISIT End Vision.



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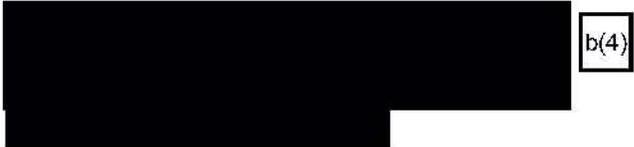
USVP-113

Figure 3-16. We promote continuous alignment and evolve our solution with HLS EA and OMB requirements to support required changes and reduce operational impact

3.7 US-VISIT Facilities Strategy

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uses technology innovation to meet near-term mandates.



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3.7.1 Our Understanding of Government-led Facilities and Environmental Strategy

The Government has developed a facilities and environmental strategy that guides future upgrades and maintenance of facilities. Our approach reflects the strategy outlined in the Industry Day Briefing, and

Overview and Constraints. Many facilities are undersized or contain aging infrastructure that does not support projected IT requirements and current safety standards. However, funding for constructing new facilities is limited. Our End Vision planning, scheduling and program management approaches support the management of incremental improvements

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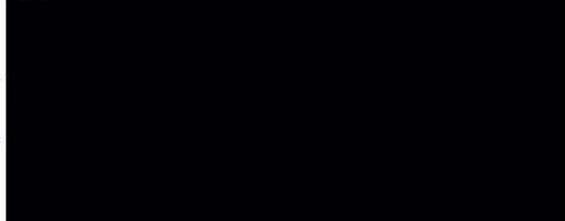
Our facilities risk management approach is



Facility and Environmental Approach. Figure 3-17 shows several End Vision solution. Examples include

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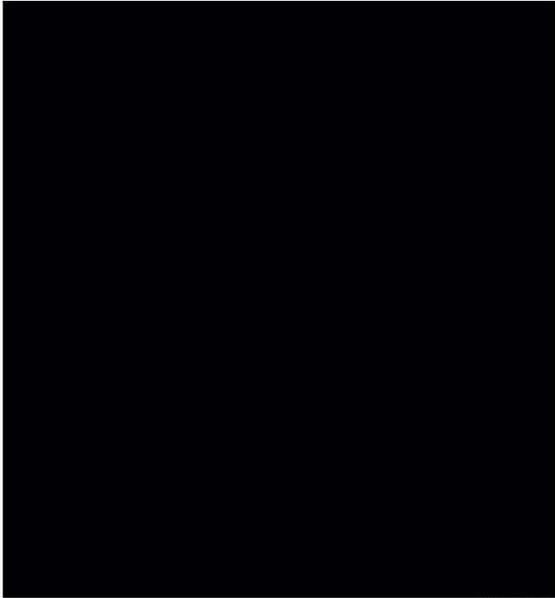
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We have the knowledge and experience to make your facilities and environmental program succeed.

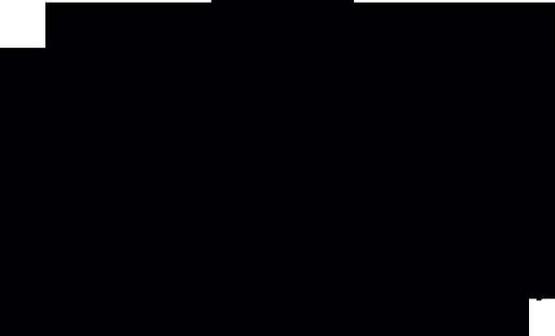
Mission Operations Center (MOC). The MOC is another way we implement our facility-lite approach. Initially, existing data centers and contractor facilities will house systems, equipment, and personnel used to perform system monitoring, data analysis and performance measurement tasks. Figure 3-19 summarizes key MOC views. The virtual MOC portal presents entry and exit data, analysis, system status, and integrated project management information, available to all authorized stakeholders in customized reports. Program leadership maintains centralized oversight of the entire enterprise.

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Figure 3-17. [Redacted]

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We comprehensively plan, through our incremental release strategy, balancing schedule, cost, implementation complexity and minimizing the impact on POE operations. [Redacted]

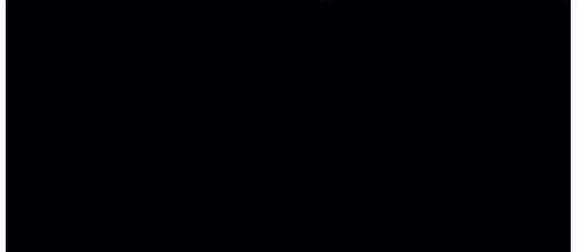
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Cooperation with Government. We are your team and onsite advisor on facility and environmental issues. We are an integral part of the GSA partnership by supporting your facilities team members with requirements definition activities. Figure 3-18 summarizes our approach to partnering with the Government.

Our architectural and engineering (A&E) team works with Government selected local firms in planning upgrades and maintenance. [Redacted]

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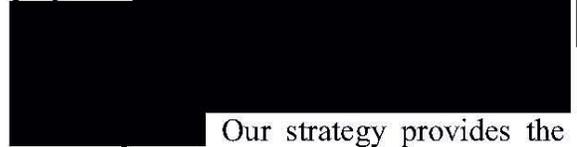
Integrating Our Understanding of Government Strategy. [Redacted]



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[Redacted] to assess the environmental opportunities and constraints on proposed projects. [Redacted]

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Our strategy provides the



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USVP-014

Figure 3-18. Our top rated construction and program management-for-fee team is expert at minimizing schedule and cost overruns, resulting in efficient upgrades and decreased impact to operations

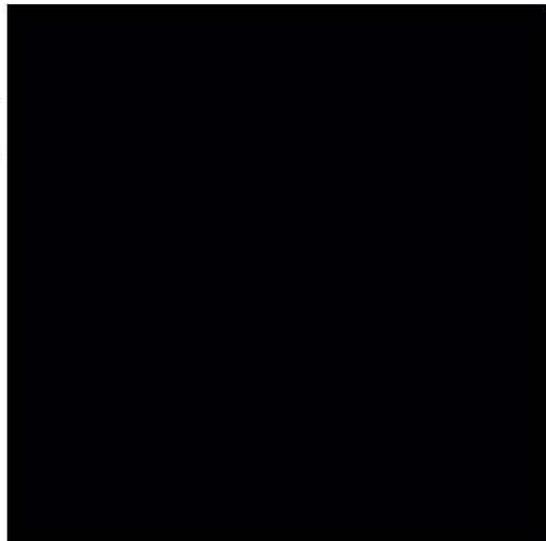
earliest, most positive operational impact, within the analyzed risk factors.

3.8 Performance Management/ Engineering and Capacity Planning

Our performance management techniques track key technical and program indicators that drive business results. We use

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USVP-103

Figure 3-19. Our MOC

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framework, and align our measures of technical performance to mission objectives. Figure 3-20 outlines our performance engineering process phases and associated benefits to DHS.

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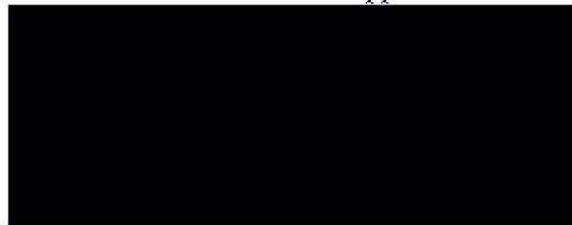
3.8.1 Performance Engineering Approach

Accenture's tightly integrated and proactive performance management and engineering methodology provides incrementally and tactically deployed capabilities as more legacy data is integrated. We weave performance engineering throughout the systems engineering lifecycle to minimize risks.



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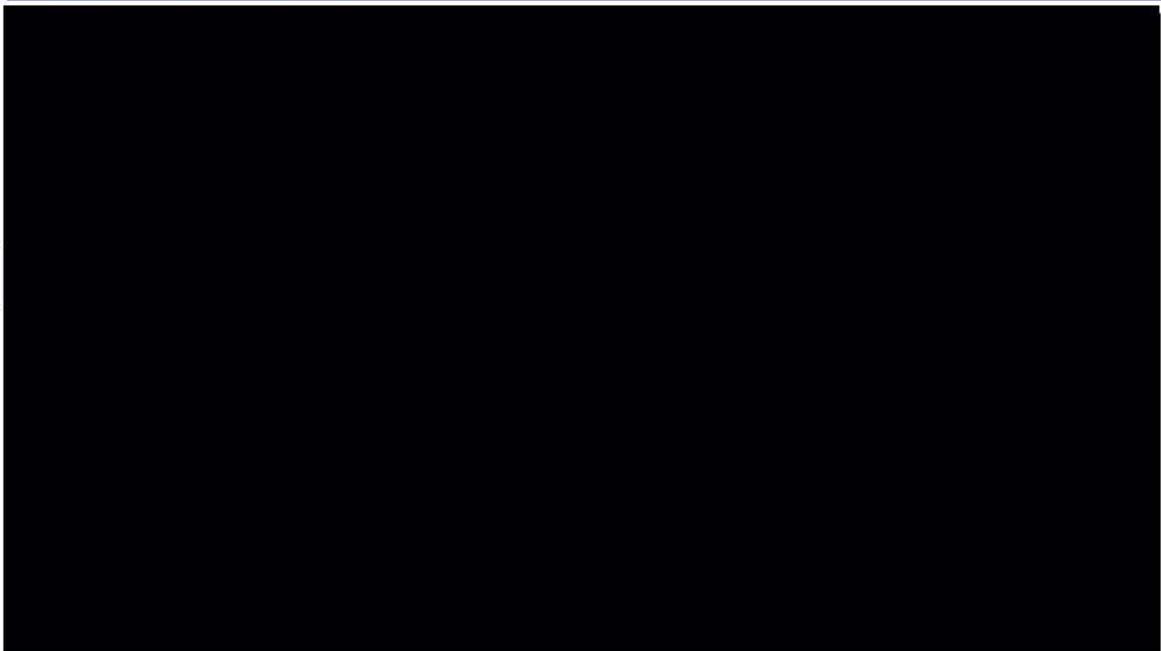
Our incremental approach uses



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USVP 022

Figure 3-20. Our performance engineering methodology drives the systems engineering process to completion, providing a more fully integrated system

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identify early opportunities for enforcement actions. We improve the overall entry/exit process to improve customer service.

Figure 3-21 shows an example relating technical metrics to improved operations.

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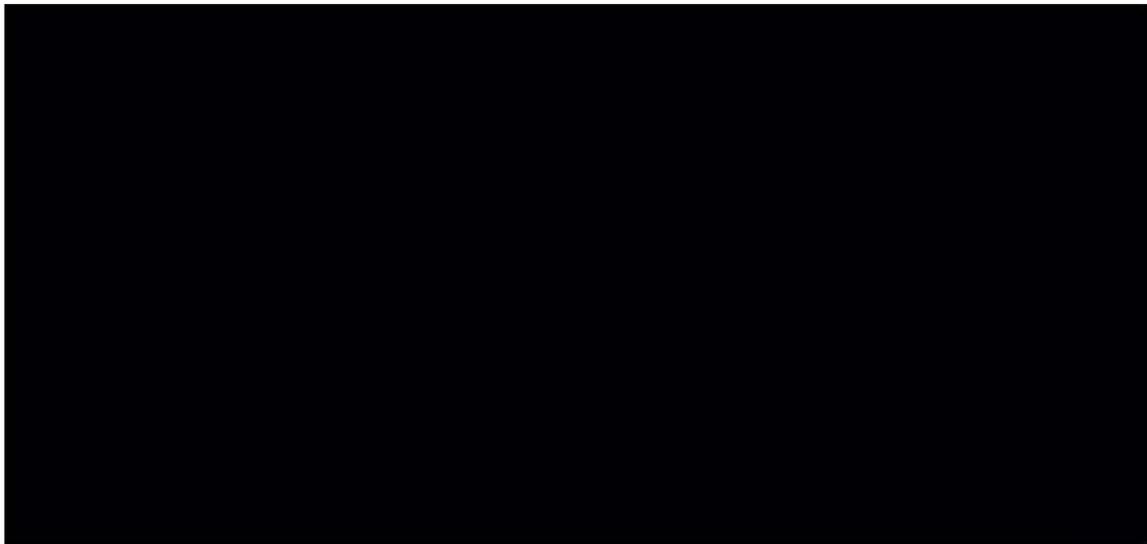
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Performance Management. US-VISIT performance measurements and metrics are a highly visible scorecard used by the Government to evaluate the operation of the system. The Government can gauge the effectiveness of current spending in addressing operational problems and justify future funding, in accordance with the CPIC process. We analyze and react quickly to unfavorable metric trends.

We measure and monitor mission, financial and technical performance metrics and indicators to forecast increases in traveler processing cost and time, and



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Figure 3-21. Our performance engineering approach

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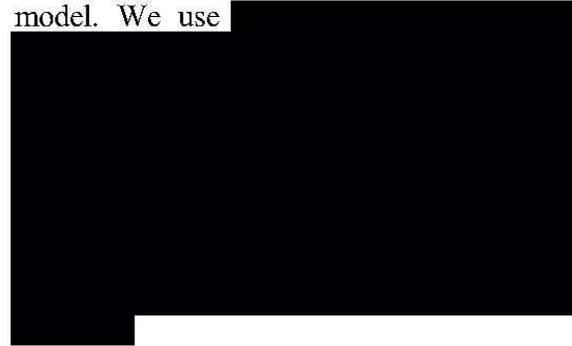
Capacity Planning. We proactively manage capacity planning from network, application, and facility perspectives.

Sprint currently provides the capacity planning service for existing for INS (ICENet), Customs (CBP), and DHS networks.

Figure 3-22 shows our capacity planning model. We use

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USVP-105

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Figure 3-22. Our predictive modeling

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[Redacted]

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[Redacted]

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Performance Modeling.

[Redacted]

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[Redacted]

b(4)

[Redacted]

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National level organizations use the modeling tool to review long-range impacts to their infrastructure and facilities. They can review how permanently converting an exit lane to an entry lane improves operations, or how a facility expansion affects the surrounding environment. They can then determine whether the disruption during construction and the expected costs are justified.

Alignment of Metrics with Business

Goals. [Redacted]

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At the regional or district level, a manager uses the modeling tool to assess the impact on an announcement that a nearby POE has been closed due to facility damage from a storm. The manager can also monitor ongoing installation projects that may require rescheduling of or additional training activities. Managers have advanced warnings to redirect or procure resources regionally to meet expected demands.

[Redacted]

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Figure 3-23 shows a commuter lane scenario involving our POE modeling tool.

[Redacted]

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Figure 3-23. We employ POE operational modeling

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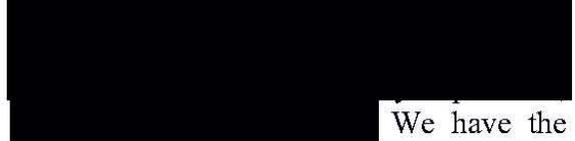


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We use an



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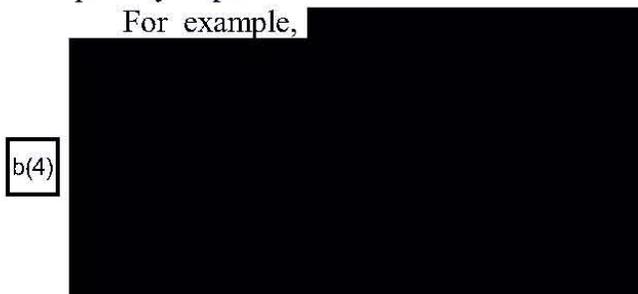
We have the experience to provide the comprehensive security and privacy approach necessary to gain and maintain the trust of domestic and international stakeholders.

This thorough reporting enables the Government to analyze its return on investment from all perspectives and view the complete US-VISIT picture.

3.9 Information Security and Privacy

US-VISIT requires a robust and effective information security program. We have the breadth of national security experience to satisfy both the security and privacy requirements of US-VISIT.

For example,



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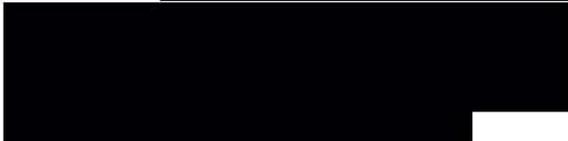
Figure 3-24. Our security strategy for US-VISIT

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against today's increasingly sophisticated cyber threats is a challenging task for any organization. This task is more challenging for US-VISIT due to constant social and media scrutiny and, privacy issues related to its management of sensitive and personal data.

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Our security approach is based upon the lessons learned from a myriad of experiences and uses our highly rated security processes.

Security Strategy. Developing and sustaining robust security architecture

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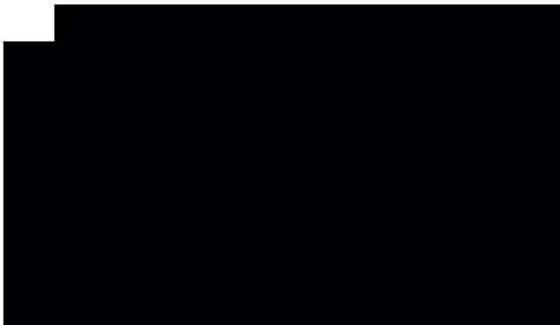
USVP 016

Figure 3-25. Our security methodology,

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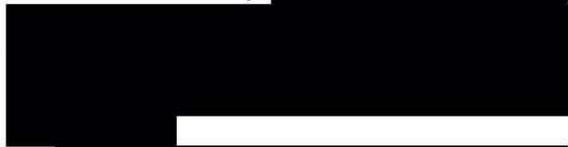


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Technical Security. US-VISIT accesses and manages data with various levels of sensitivity.

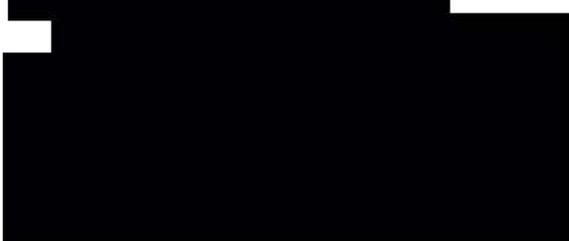
Figure 3-27 illustrates the management, operational, and technical measures used to separate and protect information.

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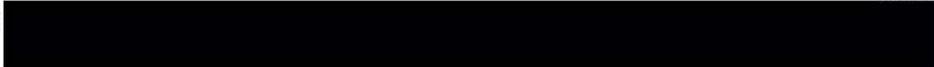


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Figure 3-26.



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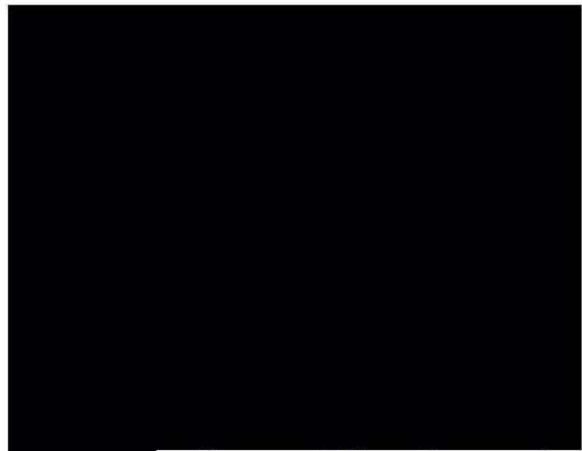
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USVP.018

Figure 3-27. We implement security controls using

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Figure 3-28 shows the integration of security into our ELCM.

Security Operation and Maintenance. We understand and appreciate the challenges facing the US-VISIT program in achieving its privacy and information security goals. We possess expertise across all levels of Information Assurance (IA), from defining and implementing security



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USVP-019

Figure 3-28. We apply best security practices throughout the lifecycle

policy to risk assessment and vulnerability management. Additionally, our past performance successes at GAO, Department of Health and Human Services (DHHS), DOL, EPA, FEMA and DOI provide valuable lessons learned. Our ability to work with highly classified, multi-level information has been proven on Department of Defense projects including Medium Grade Messaging, Global Information Grid, Global Command and Control System, and the Global Combat Support System.

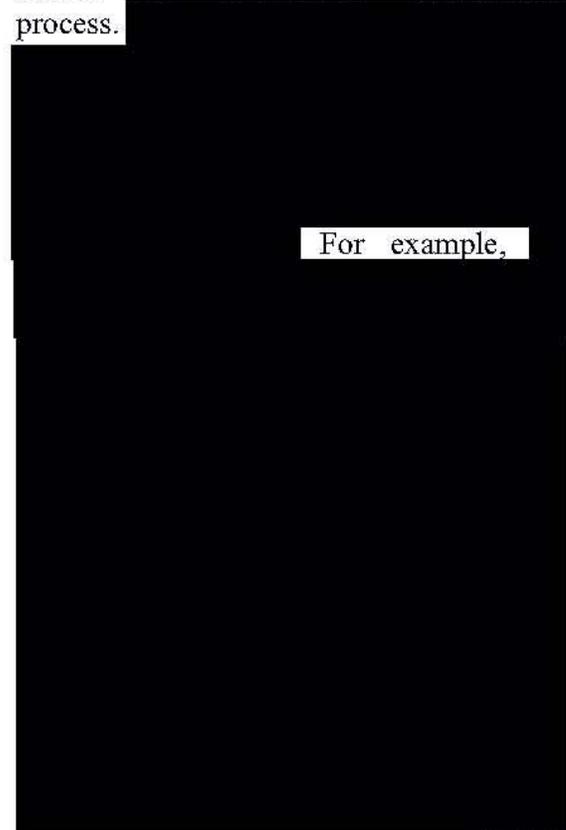
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The security policy details staff responsibilities, rules for the use of resources, and explains how sensitive information must be handled. The policy embodies management level priorities and trade-offs, allows staff to become active participants and reduces the risk of security breaches through inadvertent actions.

The most effective defense is to eliminate vulnerabilities and exposures

before an incident occurs. Figure 3-29 shows our vulnerability management process.



b(4)

For example,

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USVP 020

Figure 3-29.



method to manage US-VISIT IT risks

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Disaster Recovery. A disaster recovery / business continuity plan is a critical part of security planning. We assisted the GAO, the DHHS, and the National Institutes of Health (NIH) in assessing, designing, and implementing their end-to-end Disaster Recovery Plans (DRP). Our process includes examining business processes and determining financial impacts and recovery timelines.

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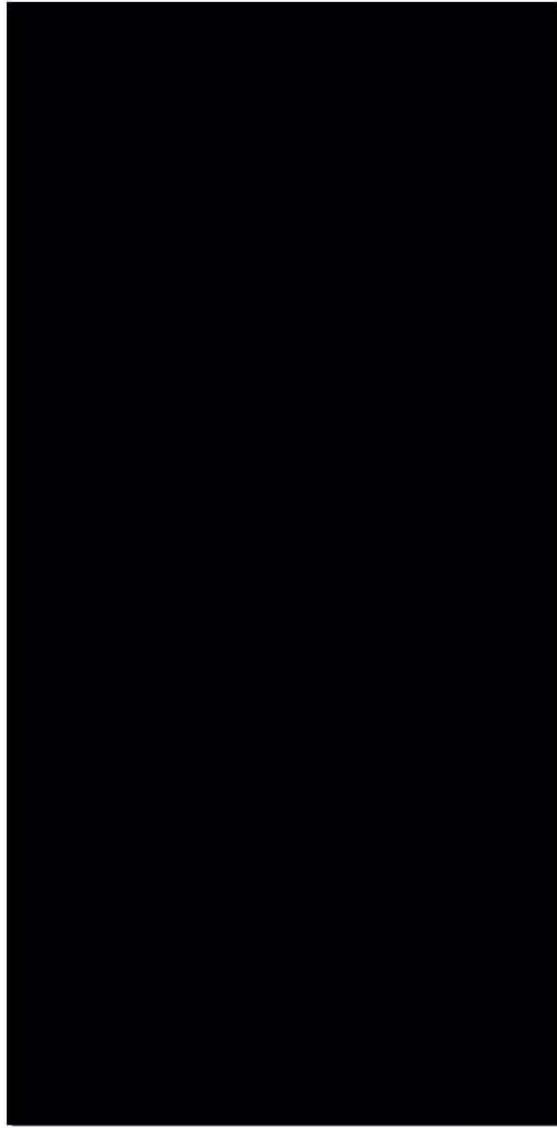
Once the DRP is developed, it is subjected to rigorous analysis/ testing by experts that have been involved in real occurrences of similar situations. Feedback from this process is used to fine-tune and maintain an end-to-end disaster recover plan.

We recognize the importance of developing an accurate availability risk assessment, and achieving Certification and Accreditation (C&A) of US-VISIT systems within the defined timeframe, as required by OMB and FISMA. We performed system C&A for

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the DHHS, Peace Corps, the Centers for Disease Control (CDC), DOI, GAO, and DOL. Figure 3-30 shows our C&A process flowchart. Certification provides an independent verification that the planned security controls are correctly employed, maintained, effective, and that the documentation reflects the current situation. Accreditation compels management to review the cost versus benefits of security, and accept the residual risk of the security approach. Post-accreditation,

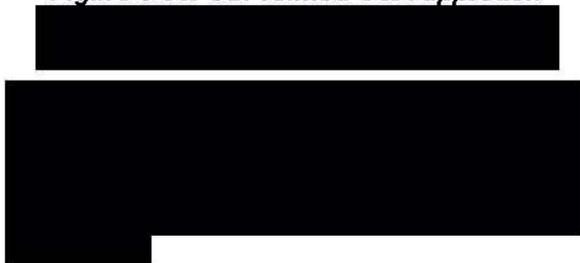
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USVP-023

Figure 3-30. Our refined C&A approach



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Privacy. US-VISIT must address privacy issues from a number of different perspectives, such as legislation, international legal agencies, and individual travelers' rights. The complex relationship between information security and privacy protection is significant and difficult to



harmonize. These areas have similar but incompatible goals. Privacy is both essential to the success of US-VISIT and at odds with meeting US-VISIT security goals.

Figure 3-31 demonstrates our understanding of the complex relationship of security and privacy.

the policy and technology risk of the program with respect to privacy. We use

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[Redacted]

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We [Redacted] a well-defined System of Records Notice, then [Redacted]

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[Redacted] We conduct a Privacy Impact Assessment (PIA) to identify both

[Redacted]

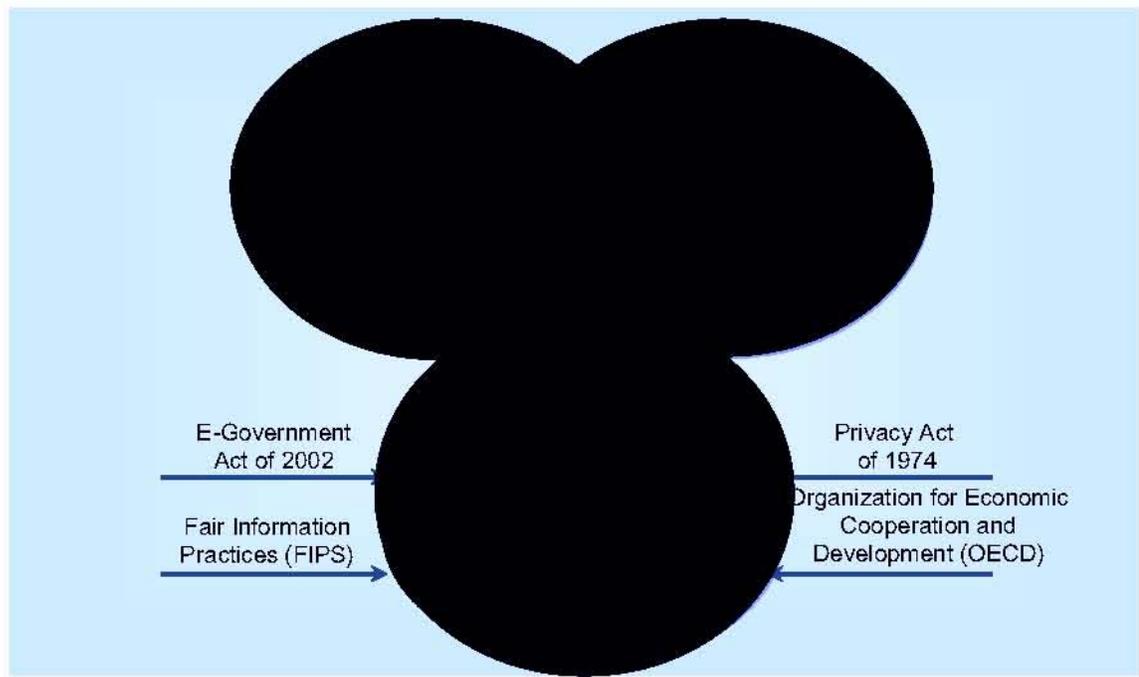
The use of

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USVP 130

Figure 3-31. We understand the relationship between Privacy and Security

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4.0 OPERATIONAL AND TECHNICAL INTEGRATION

We base our successful cross-Government agency integration strategy on our proven track record of achieving cross-organization business results at DLA and TSA, extensive experience of the former Government executives on our team, and our leadership position in the practical application of innovative integration technologies that result in reduced integrated risk and on-time delivery.

Integrated System of Systems End Vision Strategy. As shown in Figure 4-1, our integration strategy ties together business processes, technology, resources and information across internal DHS and external (Federal, State, Local, International, and other stakeholders) departments and agencies. Our integration strategy creates:

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Our integration strategy results in reduced risk and on-time delivery

- Proven track record of achieving cross-organization business results on mission-critical projects at DLA and TSA
- With over 300 years of collective Government experience at INS and Customs, we bring understanding of culture, people, process and technologies
- Proven track record of successfully working with a large number of contractors - [redacted]
- Integration Technologies Leadership - [redacted]

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USVP 215

[redacted]

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Our integration approach also considers the impact of other ongoing system of system initiatives on US-VISIT. For example, [redacted]

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USVP-059

Figure 4-1. Our integration strategy ties together business processes, technology, resources and information across Federal, State, Local, and International agencies to provide cross-organizational facilitation of visitor services and travel

Volume 3, Part A End Vision

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b(4) Our incremental release strategy also b(4)

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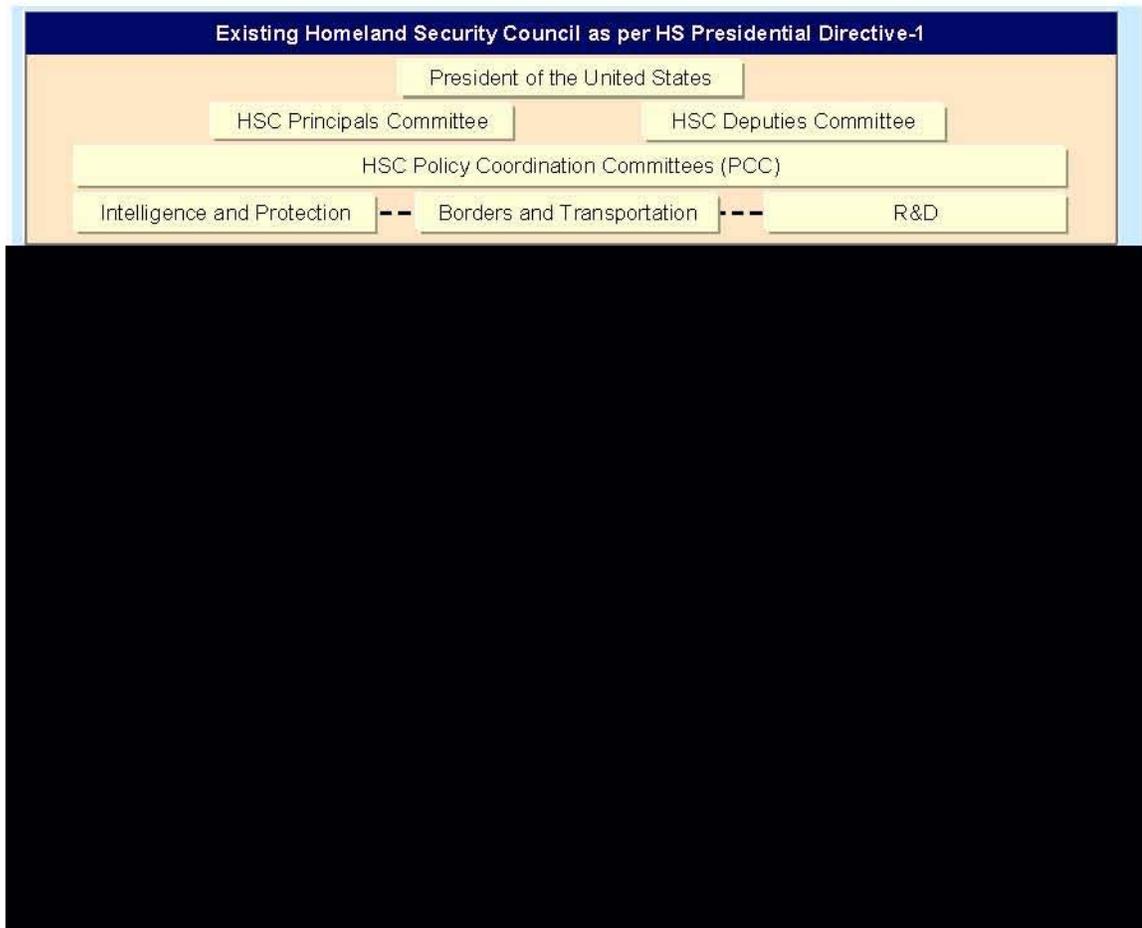
In line with the Homeland Security Presidential Directive-1, we further recommend b(4)

and comply with the DHS Enterprise Architecture Planning project. b(4)

4.1 Strategy for Integrating Business Operations and Technical Solutions

While the US-VISIT program office defines overall program governance, we recommend b(4)

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Figure 4-2. Our organizational structure

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To promote a successful US-VISIT End Vision, we propose

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This approach builds on existing infrastructure and established models. It keeps key policy people focused and engaged, while allowing subject matter experts at all levels to inform and be informed on policy decisions and actions.

Existing Presidential Decision Directives already established an appropriate infrastructure within the Executive Office of the President (EOP), i.e., the HSC and the Advisor to the President for Homeland Security. The Advisor and the Council staff rely on interagency PCCs to frame policy issues for decision and guidance. The HSC in the EOP already has an established PCC to address and monitor border security issues. We recommend

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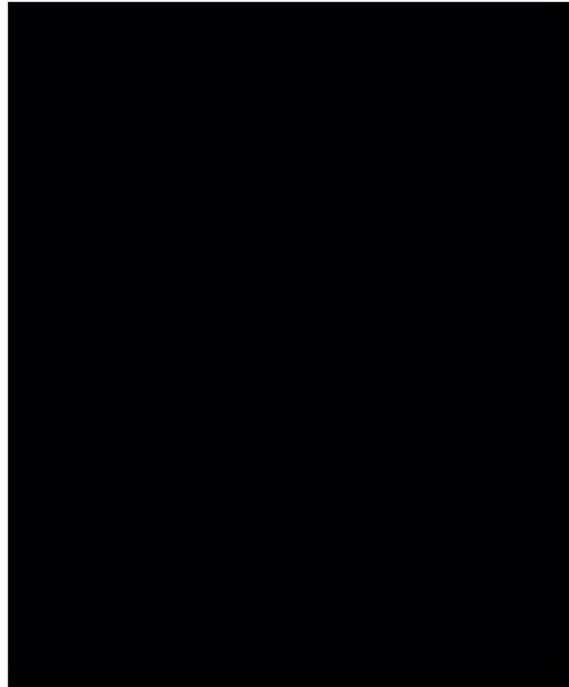


Configuration Management

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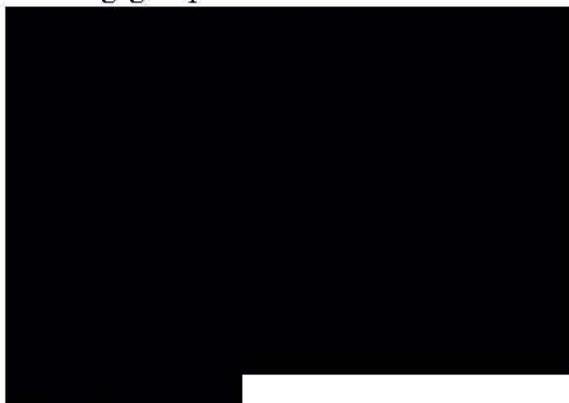
Figure 4-3.

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Existing governance structures such as this are being successfully used for transition management for ICE, CBP, and CIS and the deployment and ongoing management of the Interagency Border Inspection System (IBIS).

Alliance Experience. We have great breadth and depth of experience to assist the Government in the establishment and ongoing business operations of these working groups. These recommendations

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Technical Interoperability Strategy. Our System of Systems integration strategy does not disrupt systems that are in operation today or various stages of



development. Our approach leverages the available systems and data architecture, including tools employed in building that architecture, to provide required US-VISIT data services. As shown in the Figure 4-4, various integration services are provided through our [redacted]

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We employ [redacted]

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[redacted]

[redacted]

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From an overall DHS data architecture perspective, today's legacy systems have both data redundancy and inconsistency challenges stemming from not having one integrated data source for traveler reference information such as traveler name and contact information, and different frequencies at which the traveler information gets updated in these systems.

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Figure 4-4. Our integration strategy

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4.2 Potential Integration Roadblocks and Mitigation Approaches

Figure 4-5 discusses our understanding of key potential integration roadblocks along with our experience and mitigation approaches.

4.3 Working with Existing Legacy Systems Contractors

Our inclusive teaming approach reduces risk by fostering communications among all the involved parties including legacy systems contractors while maintaining focus on shared priorities. We bring a broad range of alliances and partnering relationships to the US-VISIT program. Gartner Group ranks Accenture #1 in leveraging partnerships and alliances.

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We use [redacted]

[redacted]

communication throughout the team and with the DHS. Figure 4-6 demonstrates how we maintain open lines of communication among the entire team made up of the DHS, Smart Border Alliance and other DHS contractors.

We also use our existing relationships with major systems integrators, software and hardware vendors to contribute to successful task and subcontractor management. For example, we worked with more than 20 contractors at DLA including Lockheed Martin. We work alongside Computer Science Corporation and Northrop Grumman at the United States Postal Service. We managed several subcontractors in successfully delivering the USPS DOIS program even though we only executed one-third of the managed tasks. At the Transportation Security Administration, we work collaboratively

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Potential Integration Roadblocks	Alliance Experience/Mitigation Approaches
US-VISIT prime contractor not familiar with the complexities of working across the specific departments and agencies involved in the program	[redacted]
Hard to achieve business outcomes in a newly merged organization involving large numbers of resources	
Aging legacy systems are difficult to integrate	
Numerous legacy system owners and contractors prevent meeting program delivery objectives	<ul style="list-style-type: none"> ■ Teamed successfully with 20 subcontractors including Lockheed Martin at DLA and with CSC and Northrop at USPS ■ Our teaming approach fosters communication and maintains focus on shared priorities
Technology is changing too rapidly to accurately plan for the right combination of integration tools and approaches	[redacted]
Sharing information across agencies may conflict with privacy laws/policies	[redacted]

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Figure 4-5. We base our integration strategies on our proven track record of

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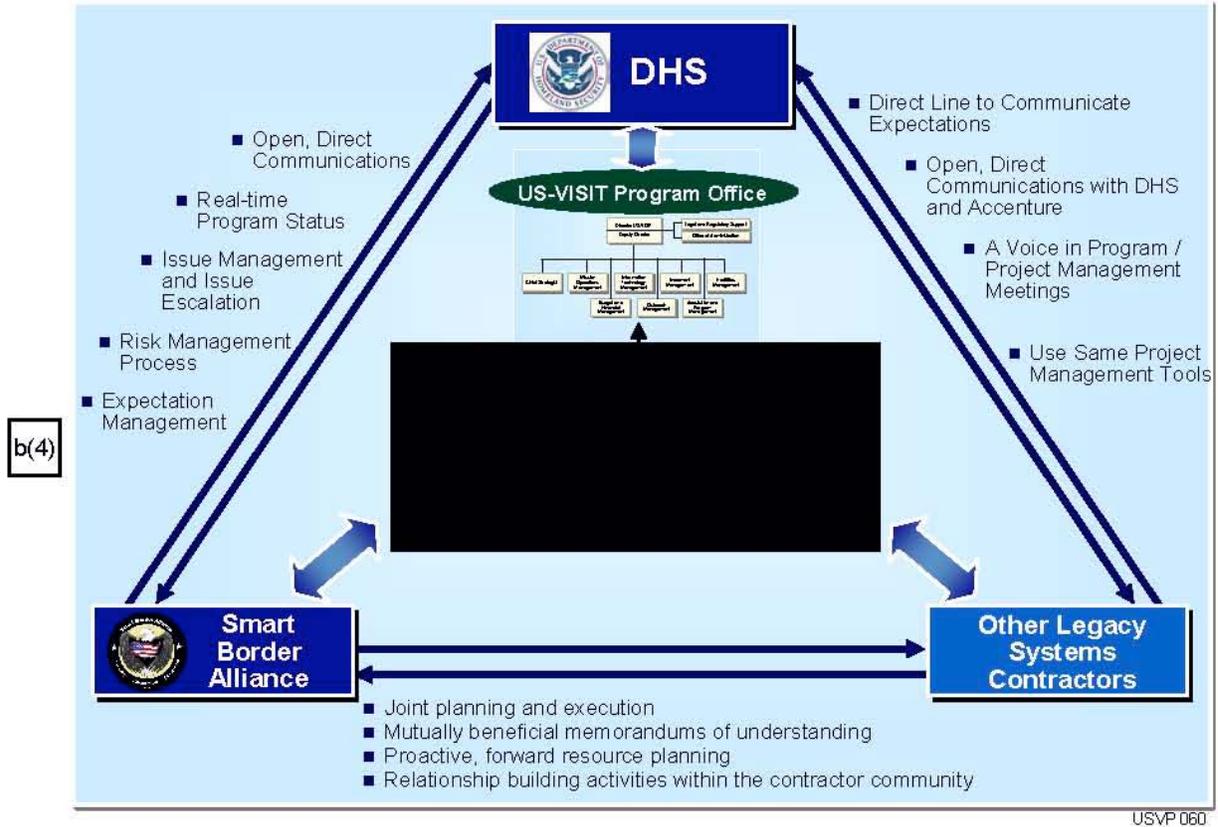


Figure 4-6. Our inclusive teaming approach reduces risk and cost by fostering communications and maintaining focus on shared priorities

with many other prime contractors,

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Accenture has a strong track record, recognized in the industry and shown in our past performances, for integrating many large contractors into a cohesive high performance team. We fully intend to

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Our Experience Summary. Our team has extensive Government experience at agencies such as DLA and TSA that is highly relevant to the cross-department, cross-agency nature of US-VISIT. Eric Stange, who successfully managed the DLA/BSM program, is our proposed US-VISIT Program Manager. In addition,

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We have a proven teaming methodology and considerable experience with large programs involving a large number of legacy systems and contractors. At DLA, we delivered on 99.97% of our performance-based contracts while supervising over 20 subcontractors including

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Accenture holds a seat on the board of the Web Services Interoperability (WS-I) Organization and have sponsored numerous web services standards initiatives. We also pioneered early adoption of Enterprise Application Integration (EAI) technology and hold an equity stake in SeeBeyond, a major EAI tool vendor. Accenture Technology Labs has been highly recognized for innovation by the Gartner Group.



5.0 US-VISIT TRANSITION AND SEQUENCING STRATEGY

Our transition and sequencing strategy, developed from our border management and large-scale deployment experience, reduces risk and accelerates operational acceptance.

Large programs rarely fail due to technology; more often, human factors and organization change issues are the problem. Transition is the highest risk area for US-VISIT. The four key success factors required to mitigate this risk are:

- Understanding of the Point of Entry (POE) environment
- Experience in border management programs
- Experience in large scale deployments
- Organizational Change Management (OCM) expertise

The Smart Border Alliance has extensive experience with Government agencies and large scale transitions. This collective experience led to the development of our Principles of Transition, shown in Figure 5-1, that represent the core of our transition and sequencing strategy. These principles are



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USVP 158

based on our work at Department of State/Consular Affairs Consular Lookout and Support System (CLASS) program

US Postal Service Delivery Operations Information Service (DOIS) program

FAA STARS program delivering 84 systems,

and the EOSDIS Core

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USVP 030

Figure 5-1. The Smart Border Alliance

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System (ECS) program for NASA. We delivered these systems without any interruption to either existing users or services that these agencies provided.

Our transition and sequencing (T&S) strategy shown in Figure 5-2 addresses

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[Redacted]

All these components influence the Transition Planning And Execution (TP&E); TP&E continues throughout the program execution as part of End Vision increments. The Figure also outlines processes that are both technology and people based. For instance,

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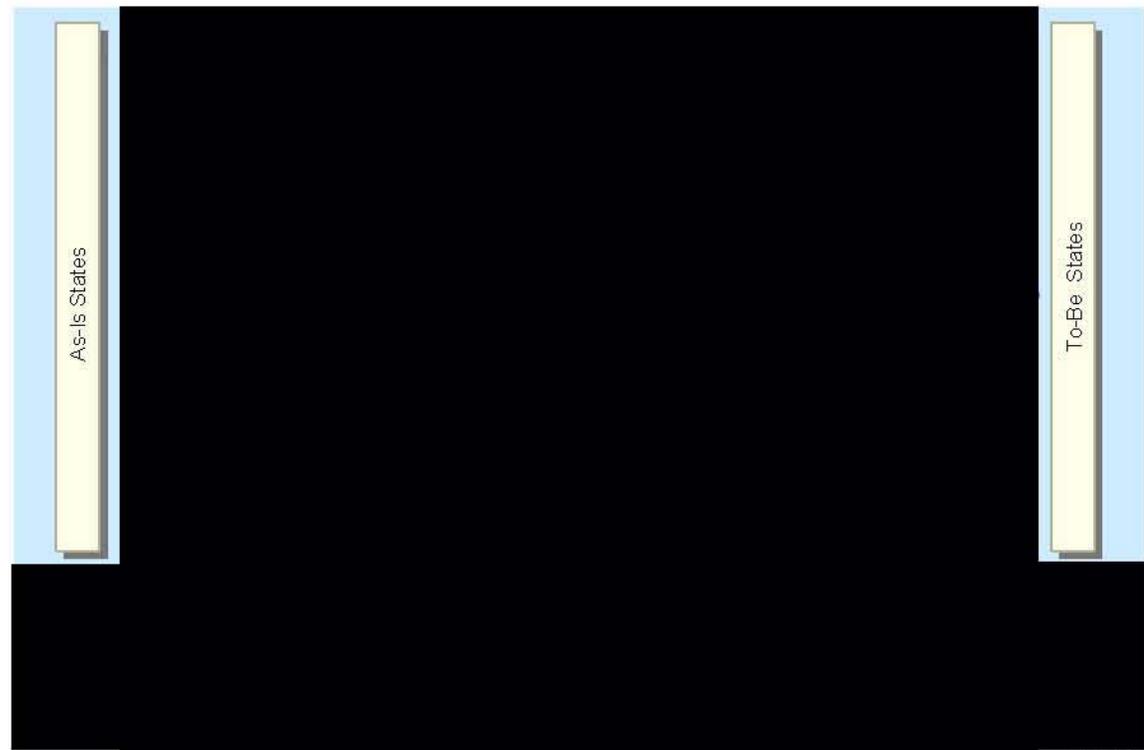
Through our past experiences, we have built processes into our T&S strategy that enable us to effectively address the challenges related to minimizing transition impact on current systems and its users while maintaining business focus. Business Focus and Minimization of Operational Impacts are common to all components involved.

The following key characteristics of our T&S strategy highlight both their interaction and the usage of

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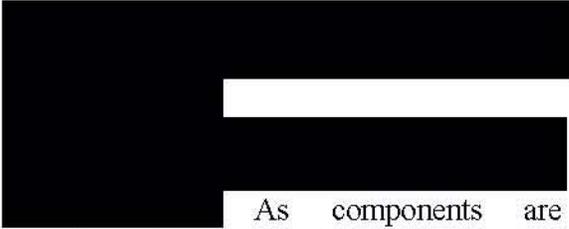
USVP 209

Figure 5-2. Our transition and sequencing strategy

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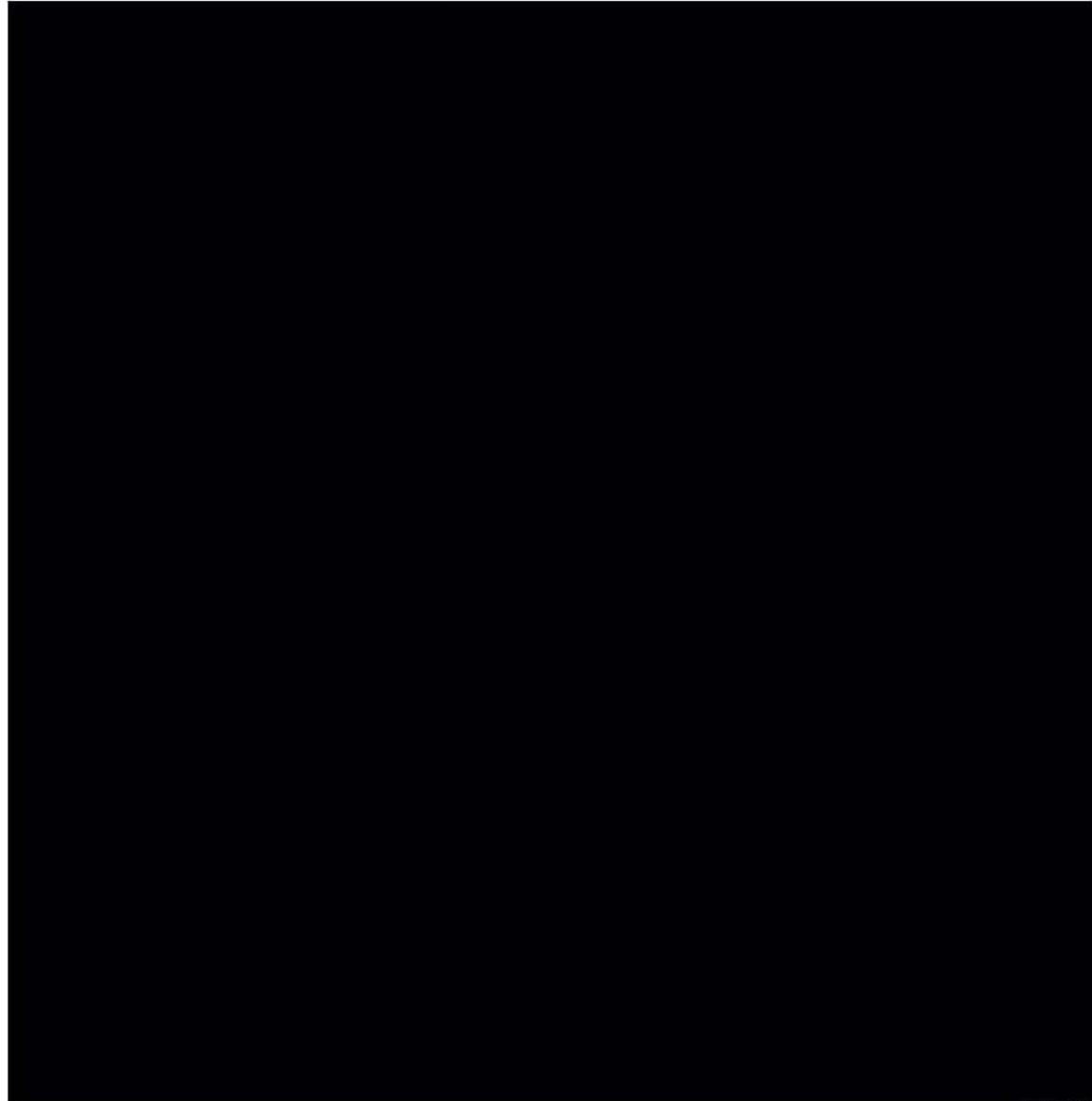


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As components are interdependent, a decision made for one component may affect other components. For instance, if a business capability implementation is deferred for any reason, it directly impacts the decision to make any infrastructure and organization changes

Business Case Driven Sequencing Strategy. Paragraph 2.2 Incremental Release Strategy describes our baseline release plan. The release plan, developed using the sequencing strategy shown in Figure 5-3, meets business requirements and goals known at this time. But policies, funding, priorities, and even business goals can change over time. Therefore, this sequencing process, executed at the beginning of each increment as part of Increment Release Planning, addresses changes that may occur.



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USVP 136

Figure 5-3. Our sequencing process,



b(4)



We follow the Capital Planning and Investment Control (CPIC) process so that funds can be approved for task orders under the US-VISIT program. The sequencing process shown in Figure 5-3 directly supports the Select Phase of the CPIC process. The business goals are defined based on the DHS mission and strategic goals. Outputs from the Cost Estimation, Business Modeling, Organizational Change Management (OCM), performance modeling, and risk analysis provide the needed inputs for scoring the task order associated with the increment.

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[Redacted]

Our Principles of Transition drive this process, which includes alignment with the HLS Enterprise Architecture (EA). In addition, the technical solution includes reusable patterns and/or components from the HLS EA. Since the availability of COTS and reusable components significantly reduce the risk and cost of implementing a system, COTS and reusable component availability are inputs to this process. For example,

b(4)

[Redacted]

the transition plan.

5.1 Transition Process and Framework

Our transition framework, shown in Figure 5-4, addresses business processes and hardware and software requirements. The transition process within this framework has four phases that apply to different types of deployment scenarios including POE and MOC release deployments during each increment. In

our ELCM, this transition process starts during Increment Planning and extends past Installation into Operations & Maintenance.

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[Redacted]

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[Redacted]

Communications with the stakeholders minimize risk and operational impacts to users by addressing stakeholder concerns.



b(4)



USVP 026

Figure 5-4. Our transition process and framework,

b(4)

Local support provides additional resources to address localized problems and provides local area stakeholder management and communications. Local support staff addresses local user and facility concerns to improve acceptance while simplifying the transition process.

For example,

5.2 Minimal Operational Impacts To Users, Business Functions, and Facilities

We carry out a comprehensive set of transition activities throughout the program lifecycle to minimize operational impacts to users, existing business functions and existing facilities. Figure 5-5 shows these activities and when they are performed. A key feature is

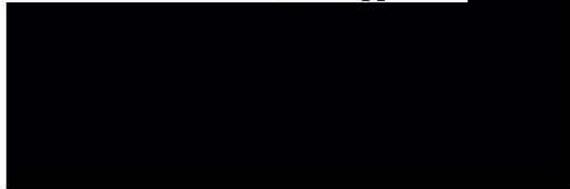
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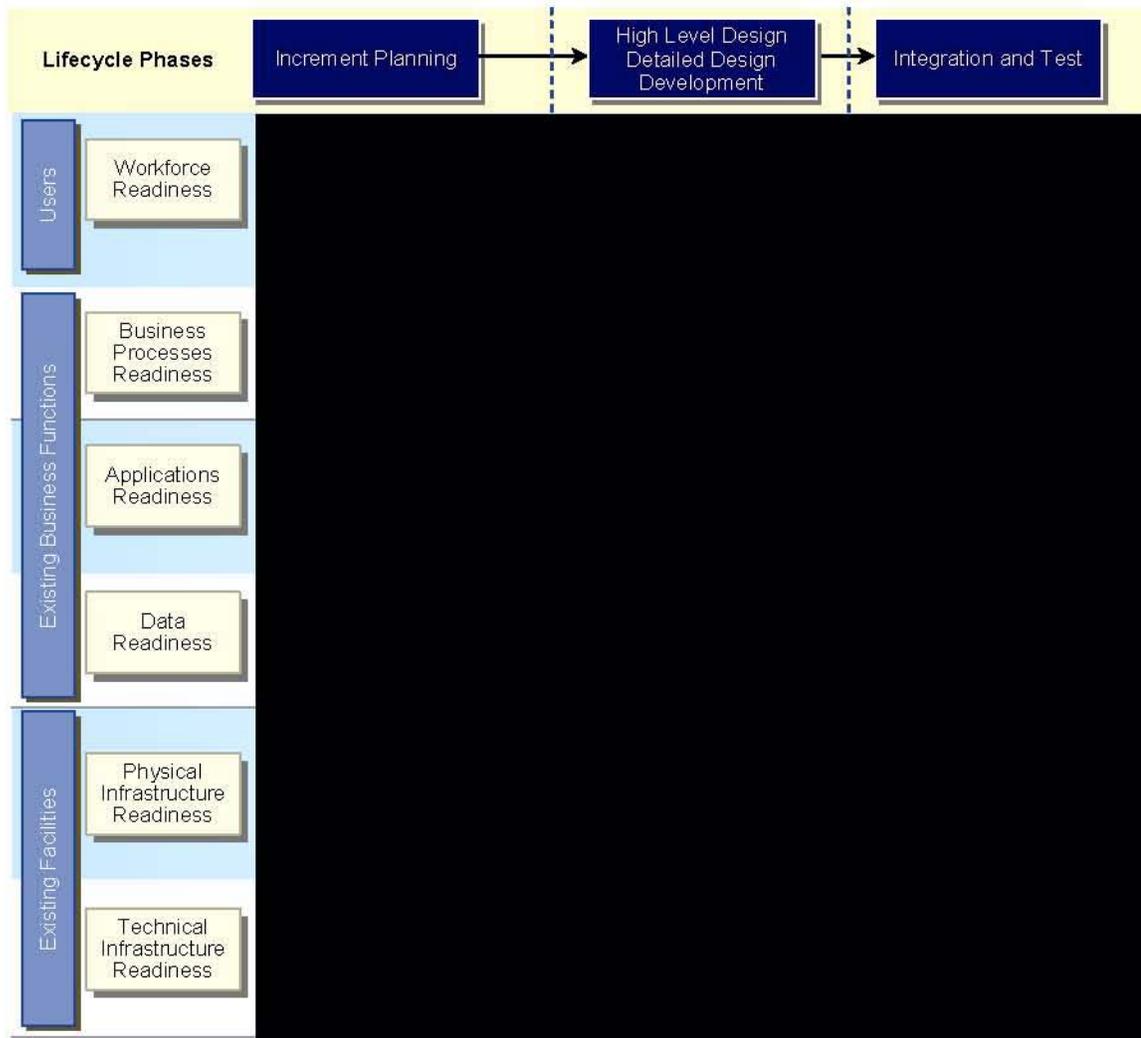


5.3 Organizational Change Activities

Organizational Change Management (OCM) activities are built into our transition process. As shown in Figure 5-5, the Workforce Readiness activities are part of our OCM process that also includes outreach and communications, stakeholder management and training for managing resistance to change. To enhance outreach and communications, our approach

b(4)





USVP 028

Figure 5-5. We plan transition activities throughout the lifecycle

[Redacted]

Section 6.0 discusses our Communications and Outreach approach in more detail.

Both Government and Alliance Subject Matter Experts (SMEs) also support organization change management by

[Redacted]

[Redacted]

5.4 Transition Strategy for Deployment

The first step to developing a successful transition strategy is to understand the key challenges and be able to mitigate them. Figure 5-6 shows the



<p>Stakeholders</p> <ul style="list-style-type: none"> ▪ DHS Program Office ▪ DHS Agencies CBP/ICE/CIS/TSA USCG/S&T/FLETC DMIA ▪ Other agencies DoS/DoT/DoC/DoJ/ GSA ▪ Intelligence Community ▪ Other countries ▪ State and Local law enforcement ▪ Traveling Public ▪ Local Business Community ▪ Commercial Transportation ▪ DHS Unions ▪ Mexican/Canadian Border Agencies 	<div style="border: 1px solid black; width: 30px; height: 30px; float: right; margin-bottom: 10px;">b(4)</div> <p style="text-align: right; font-size: small; margin-top: 20px;">USVP 027</p>
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Figure 5-6. Our transition strategy for deployment addresses challenges with mitigation strategies that reduce risk

major stakeholders for transition, the key challenges, and appropriate mitigation strategies. A key transition risk mitigation strategy is the use of a model POE for thoroughly testing the application prior to deployment as shown in Figure 5-7. The model POE contains the same type of equipment that an operational POE contains. For example, the model land POE includes a traffic lane, POE inspection booth, RFID reader, typical computer hardware, software, and network connections.

We use the model POE to test the deployment in an operational environment without affecting actual operations. We confirm the business processes, test and evaluate training, check the interfaces to legacy systems, and even test performance. For example,

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USVP 148

Figure 5-7. We thoroughly test the application

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b(4)

[Redacted] This approach minimizes the risk of adversely affecting existing operations during deployments.

5.5 Deployment Training

Our deployment training process is shown in Figure 5-8. We collect feedback at the end of each training session and use it to improve the class for subsequent sessions. Training, like transition, is planned for and designed from the start.

b(4)

[Redacted] For example, increment 4 has a significant impact on the large population of primary inspectors and their management at land POEs [Redacted]

b(4)

[Redacted]

b(4)

[Redacted]

USVP 149

Figure 5-8. Our training process is [Redacted]

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[Redacted]

[Redacted] This user population of land POE inspectors is not significantly impacted again until we deploy [Redacted]

b(4)

[Redacted]

[Redacted] these capabilities impact airports and CIS officers rather than land POE officers. Section 2.0 has more detailed information on our incremental release strategy. As mentioned in paragraph 5.1, the post implementation support phase of our transition strategy involves training the operations and maintenance support personnel for a smooth transition of support functions. The workforce readiness activities, along with the use of the model POE for early usability testing, prepare end users for operations with the new processes and infrastructure.

5.6 Transition to Operations and Maintenance Support

We manage transition to Operations and Maintenance (O&M) Support with a process that starts in the Enterprise Planning phase of our ELCM with the development of the Principles of Transition and the overall transition strategy. Figure 5-9 shows activities associated with this transition. Transition considerations play a key role in the selection of business goals to be satisfied in the increment and the technical solution.

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[Redacted]

b(4)

[Redacted]



b(4)



USVP-138

Figure 5-9. We focus on transition throughout the lifecycle of the program,

b(4)

b(4)

We use the same approach for transitioning to operations, and transitioning O&M to the owning organization. Transitioning O&M starts with the transition strategy defined during the planning phase. OCM including stakeholder management and outreach processes are applied throughout the transition. Training for O&M personnel is developed and provided to the owning organizations' O&M staff.

Our sequencing, deployment and transition approach is based on extensive experience and includes training, outreach, communications and transition to operations and maintenance. This experience-based approach provides a low risk solution to incrementally delivering the US-VISIT end vision.



6.0 COMMUNICATIONS AND OUTREACH

Our proactive, innovative approach to communications and outreach, combined with our substantial knowledge of the various stakeholders, assists the Government in managing perceptions of diverse stakeholder groups, promoting operational acceptance of US-VISIT, and maximizing return on investment.

6.1 Approach to Communicating Change and Conducting Outreach

The Smart Border Alliance has had substantial success communicating change and conducting outreach in a wide array of private- and public-sector organizations including the Customs and Border Protection (CBP) and Transportation Security Administration (TSA).

For further information on our work with these organizations, see Vol. 4, Part C of our proposal.

Figure 6-1 illustrates the basic elements of this approach.

Throughout each stage of the process, we work as a single, integrated team with the DHS Communications and Government Relationship staffs. We begin by identifying and validating stakeholders and communities of interest, and then work collaboratively with these groups to identify their most critical and sensitive issues and their roles and responsibilities, that support the US-VISIT Program.

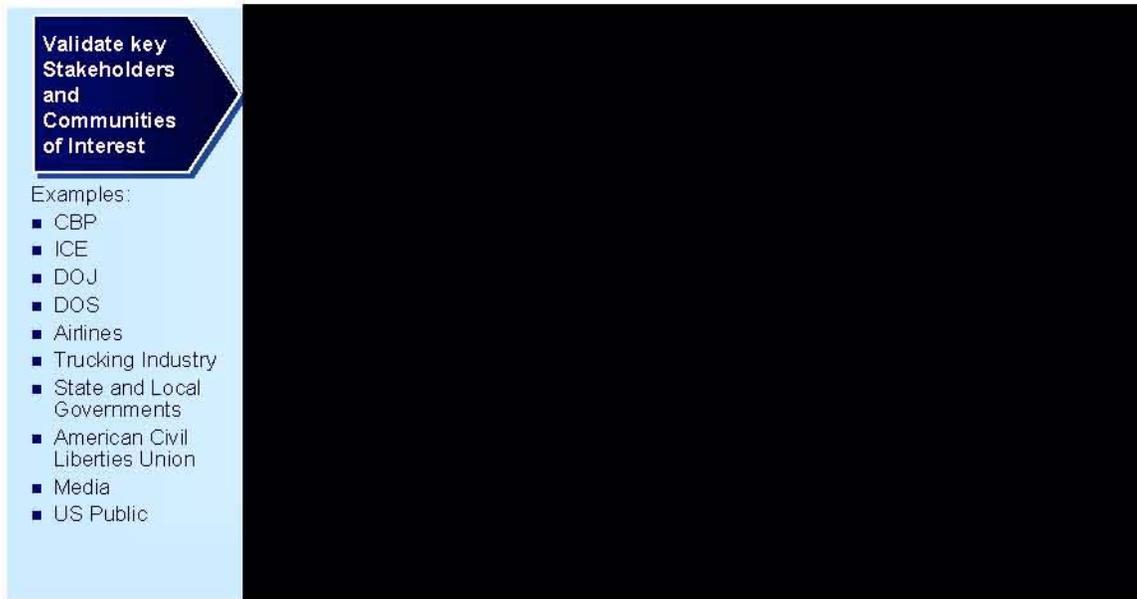
Next, our team develops a recommended strategy for reaching out and communicating with each group.

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Figure 6-1. Our communications and outreach approach

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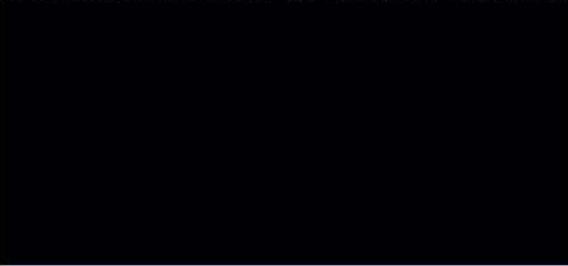
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A high level of acceptance increases system utilization and effectiveness, resulting in favorable public perception, positive Congressional opinion, and continued funding.

Stakeholders and Communities of Interest. An effective communications and outreach program begins with the identification of key stakeholders and communities of interest and an understanding of their interests, needs, and concerns as depicted in Figure 6-2. We recognize that different groups have different needs and issues that require management and reconciliation. We know from our experience at CBP, for example,

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We recognize these differing concerns and prioritize reconciling them through effective communications aids in the success of the program.

Based on our understanding of the US-VISIT program and our experience at DHS we have developed preliminary categories of stakeholders and communities of interest based on this working definition:

Stakeholders. Those Federal Government organizations directly affected by and influencing implementation of the US-VISIT Program and processes.

Communities of Interest. The broad array of public-sector organizations, private-sector organizations, and public interest groups in the U.S. and abroad affected by US-VISIT and may have a special interest in its applications and outcomes.

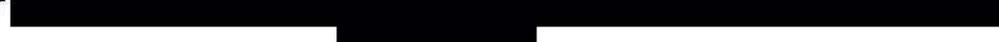
Best Practices. Our communications and outreach approach incorporates best practices drawn from years of experience serving public- and private-sector

<i>Examples of DHS Stakeholders</i>	<i>Examples of Federal Stakeholders</i>	<i>Examples of Communities of Interest</i>	
<ul style="list-style-type: none"> ■ CBP ■ ICE ■ CIS ■ TSA ■ S&T ■ Coast Guard 	<ul style="list-style-type: none"> ■ DOS ■ DOJ ■ DOC ■ DOL ■ DOT ■ Intelligence Community ■ GSA ■ DMIA 	<ul style="list-style-type: none"> ■ Travel Industry Association of America ■ Air Transport Association ■ International Air Transport Association ■ Airports Council International ■ American Association of Airport Executives ■ American Association of Port Authorities ■ International Council of Cruise Lines ■ Border Trade Alliance ■ American Trucking Association ■ Aviation Security Advisory Committee ■ Canadian Trucking Alliance 	<ul style="list-style-type: none"> ■ Camara Nacional del Autotransporte de Cargo ■ American Civil Liberties Union ■ American Immigration Lawyers Association ■ U.S. Public ■ Foreign Public ■ Media ■ State and Local Governments ■ Federal Executive Branch ■ Federal Legislative Branch ■ Foreign Governments

USVP 208

Figure 6-2. We identify Stakeholders and Communities of Interest that are impacted by US-VISIT

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b(4)



organizations. We use best practices to construct plans that are flexible, easy to implement, and proactively manage risks. Figure 6-3 highlights a sample of best practices used on current or prior Alliance projects at Customs and Border Protection.

Our best practices are highly effective for US-VISIT communications and outreach activities:

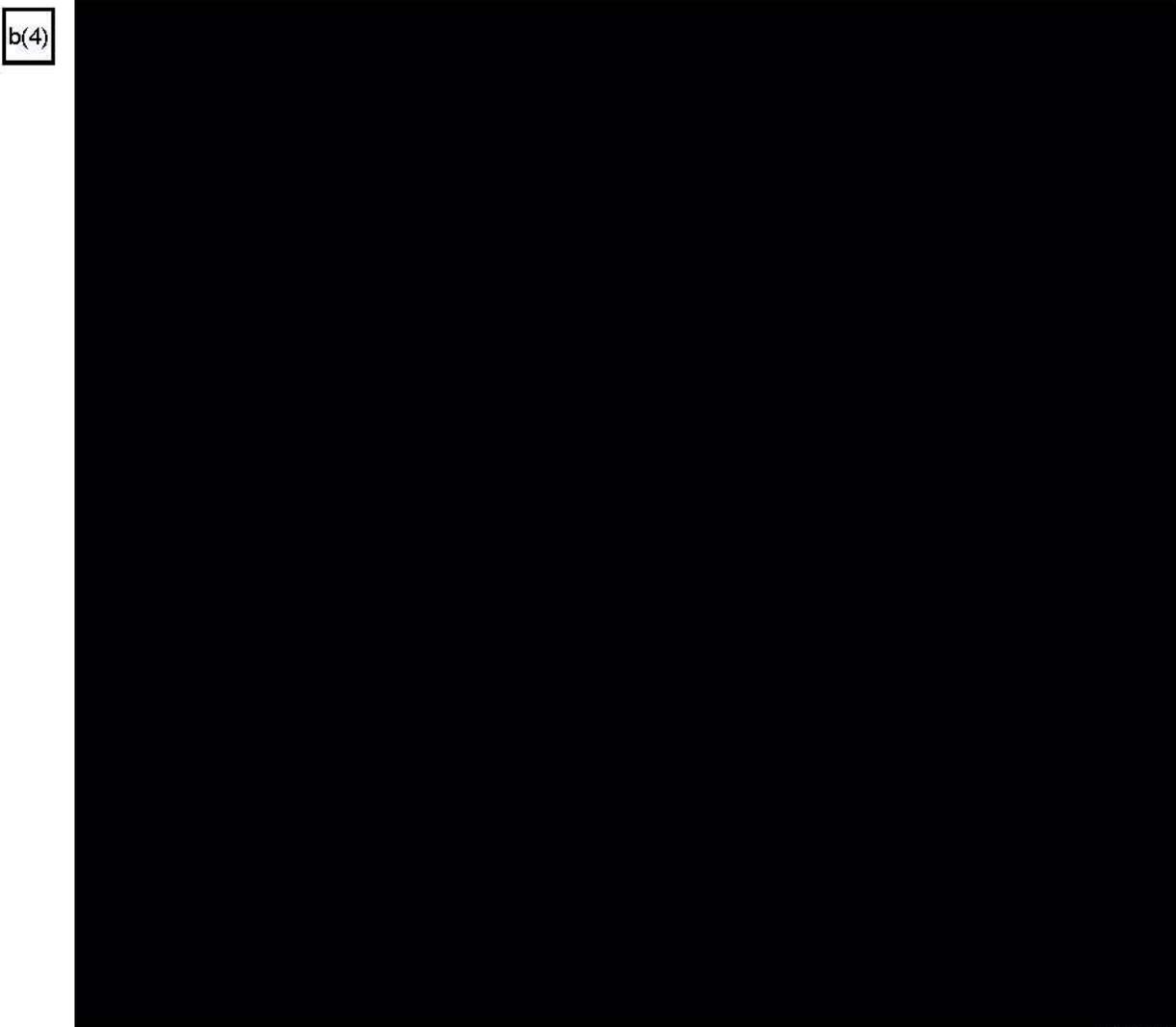


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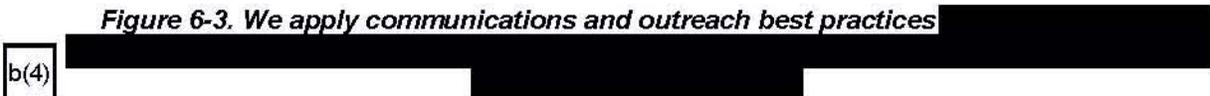
We used these practices to conduct communications and outreach at CBP, the



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Figure 6-3. We apply communications and outreach best practices



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U.S. House of Representatives, NASA, and private sector organizations.

Tools and Resources. In addition to best practices, we use a variety of custom-designed tools and resources to facilitate communications and outreach activities. Figure 6-4 lists several specialized tools that our team has used successfully to drive organizational change at the CBP.

The use of multiple communications media maximizes the reach and impact of key messages. For example, a video series visually and emotionally relates the organization’s mission, vision, and values, while a transition guide reinforces in print the video’s messages. The use of multiple media also results in message repetition, which is an effective way to strengthen stakeholder awareness of organizational goals and objectives.



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USVP-072

Figure 6-5. Our stakeholder



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USVP 139

Figure 6-4. We apply innovative communications tools, proven at Customs and Border Protection (CBP).

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b(4)

[Redacted]

Progress Tracking and Metrics. It is important for executives, team members, and stakeholder leaders to access the progress of the communications and outreach program in real time.

b(4)

[Redacted]

[Redacted]

b(4)

Summary. Our proven approach to communications and outreach follows a clearly defined process in communicating changes and conducting outreach to stakeholders and communities of interest. Throughout each stage of the process, we work as a single, integrated team with the DHS to achieve effective communications and outreach.

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[Redacted]

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[Redacted]

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Figure 6-6.

[Redacted]

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7.0 OPERATIONAL SCENARIOS

Our approach prioritizes people and process and uses technology as an enabler to develop an effective Government border management system that improves security, facilitates legitimate travelers, and is responsive to the requirements of stakeholders.

The Smart Border Alliance solution is designed to enhance security while reducing processing time



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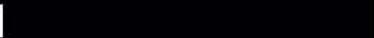
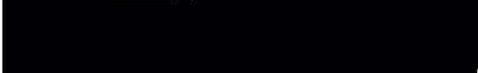
7.1 End Vision Operational Scenarios

The following scenarios describe both the Government official and the traveler views for the different US-VISIT processes. Figure 7-1 illustrates the view of the Pre-entry and Entry processes; Figure 7-2 illustrates the Status Management and Exit processes; and Figure 7-3 depicts the view different stakeholder groups receive from the analysis conducted at the Mission Operations Center (MOC).

USVP 163

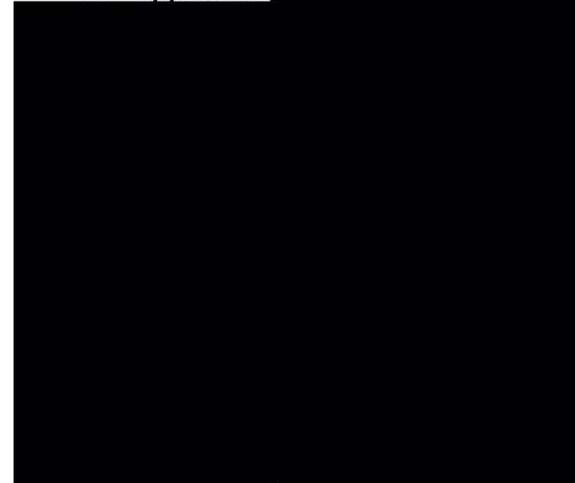


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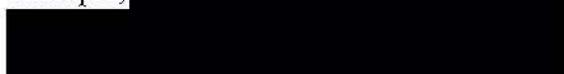
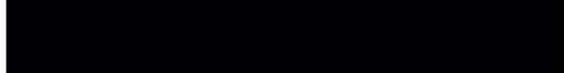
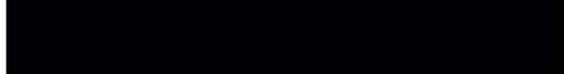
We implement 
 First, 
 For

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Our approach

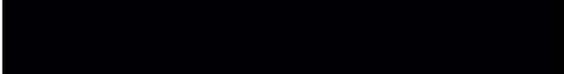
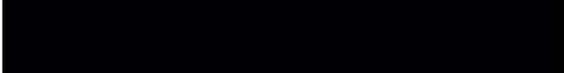
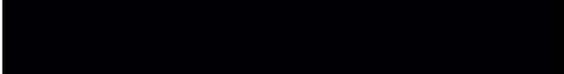
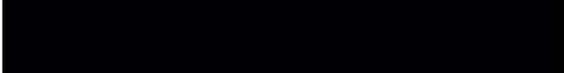
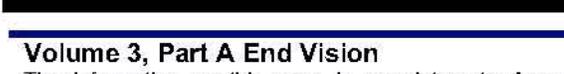


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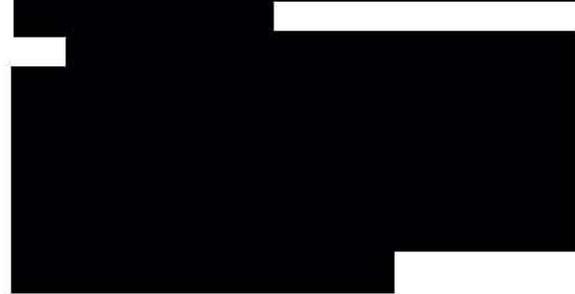
example, 





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During the Entry process, 

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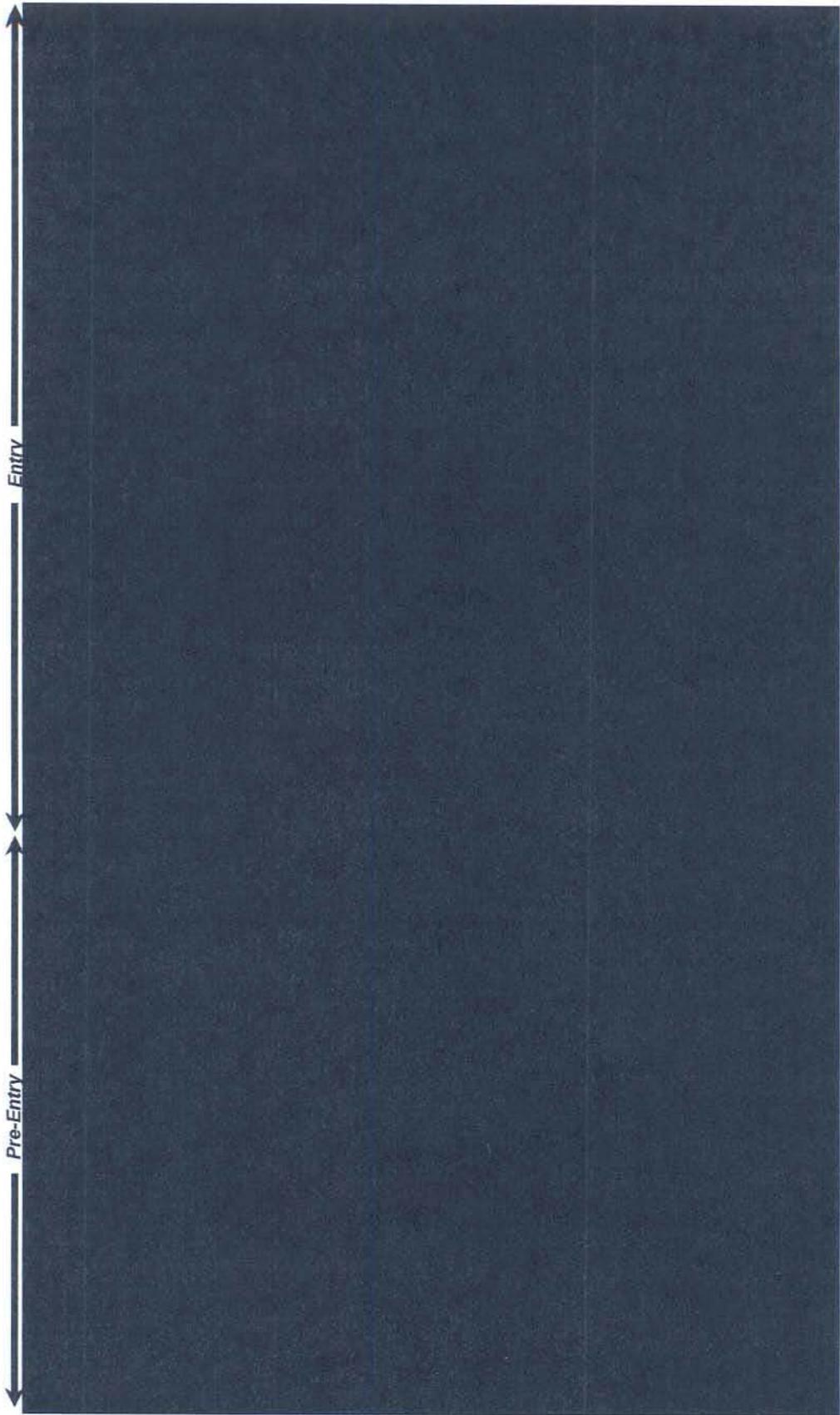


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United States Visitor and Immigrant
Status Indicator Technology
(US-VISIT) Program

HSSCHQ-04-R-0098



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Figure 7-1. Our Pre-entry and Entry processes

Volume 3, Part A End Vision

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Source Selection Information - (See FAR 3.104)

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← Status Management → Exit →

The Exit process, as seen in Figure 7-2, travelers check out at every POE – air, sea and land. Exit leverages existing processes. On airplanes and passenger ships, travelers check in for departure with the airline or cruise line. Passenger information from the check-in system automatically transfers [redacted]

[redacted] When a traveler exits via a land POE, she checks out at the border [redacted]

[redacted] much like the Entry process. [redacted]

The Analysis phase is orchestrated by the MOC and provides dynamic, flexible views to accommodate different users and stakeholders. Figure 7-3 depicts the types of information that the MOC provides to four different stakeholders. The MOC collects information on a constant basis, conducts real time analysis, security and privacy analysis, and monitors system status and other pertinent information. Different stakeholders require different views of information; therefore, the MOC compartmentalizes relevant information and dynamically provides customized views relevant for each stakeholder. [redacted]

The MOC enhances security by identifying vulnerabilities, and providing Government decision makers with information and insight.

7.2 Benefits

The “to-be” US-VISIT key processes are effective and user-friendly for both the Government and travelers. They speed processing times at the border by allowing [redacted]

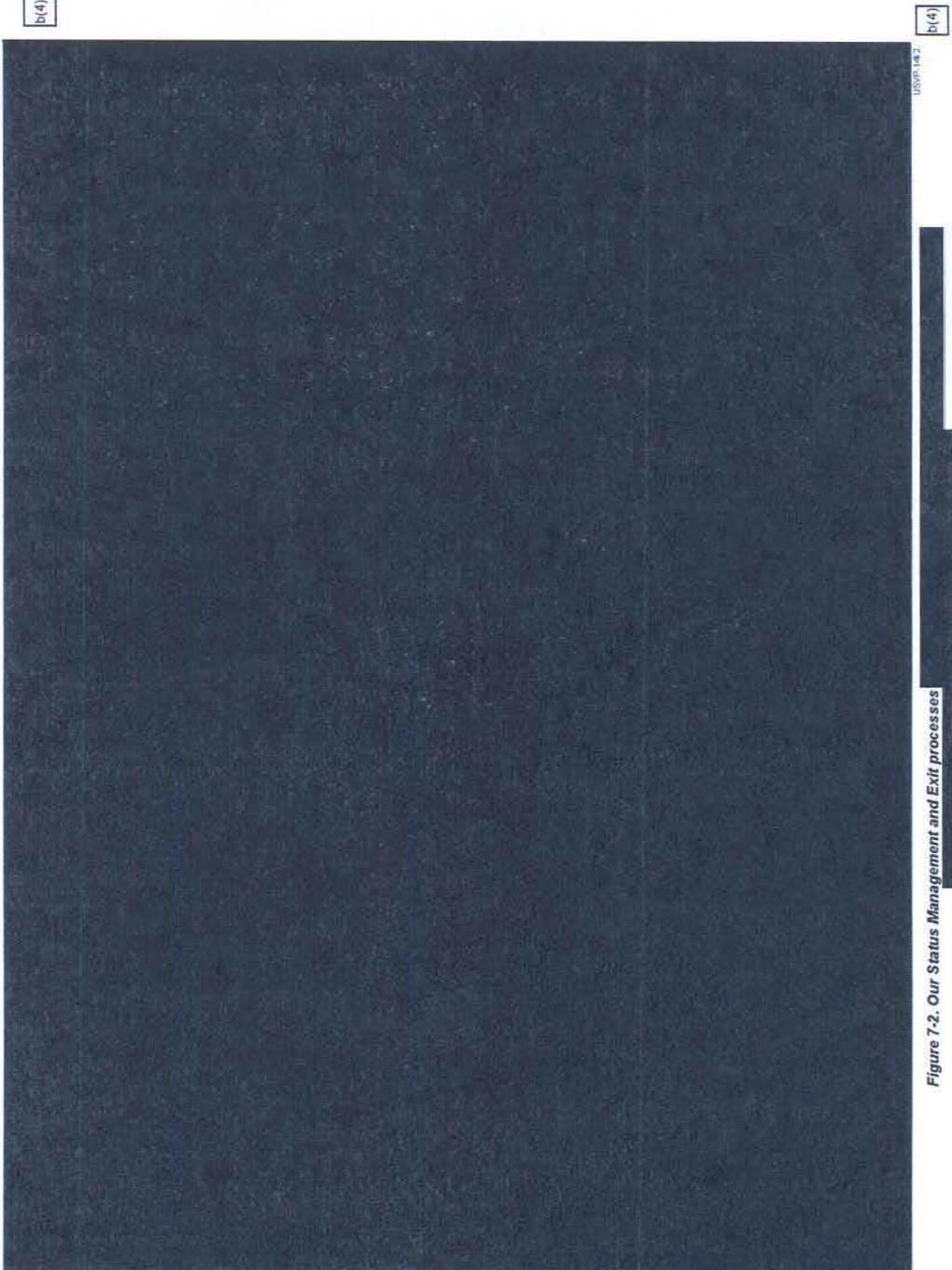
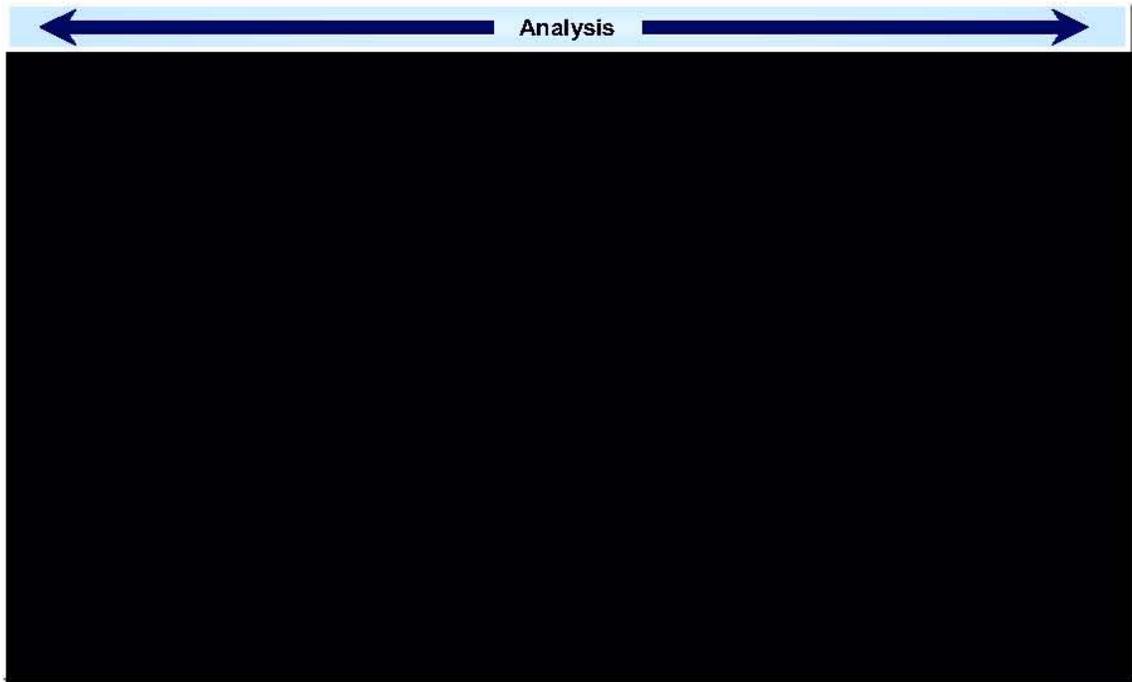


Figure 7-2. Our Status Management and Exit processes



b(4)

USVP 171

Figure 7-3. The Mission Operations Center provides real time analysis and support to a variety of stakeholders, creating a network of information that improves security

b(4) travelers to [redacted]

[redacted] b(4)

US-VISIT is accessible locally, regionally and nationally through a secure network connection. The MOC provides daily analysis and reports of key risks, border trends, historical data, and incidents to all authorized users, regardless of level or location. In addition,

b(4) [redacted]

As a result of both business process reengineering and the use of advanced technology

b(4) [redacted]

At the POEs, the primary process is consistent, streamlined and includes completion of many administrative procedures. Fewer travelers are sent to secondary, but those who are represent a greater risk threat to entry into the U.S.

The improved processes are also consistent with the DHS one face at the border initiative and support cross training for officers so that they can work effectively in any position at any POE - air, sea or land.

The End Vision Operational Scenarios for the key US-VISIT processes achieve significant process improvements and strengthen overall security. The Smart Border Alliance accomplishes this by implementing

[redacted] b(4)



8.0 BUSINESS CASE

Our business case, [redacted] provides measurable benefits in each increment, identifies quantifiable value to government agencies and external stakeholders, and provides a solid basis for implementing the desired business results.

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The Smart Border Alliance has engaged [redacted]

b(4)

8.1 Investment Viability

Our business case model estimates program net benefit after cost to be [redacted]

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Our calculation reflects results in present dollar value of 2004. Figure 8-1 illustrates costs, benefits, and investment returns for the End Vision increments.

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We estimate investment benefits [redacted]

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Our business case model provides a series of solutions that achieve business goals and produce economic benefits

- Our business case model reflects OMB-approved methods used to quantify lifecycle benefits
- Our model estimates [redacted]
- Our solution yields [redacted]

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USV 238

[redacted]

b(4)

Savings in legacy system costs account for [redacted] of the total direct benefits.

b(4)

We provide our Business Case Model on the CD-ROM submitted with our proposal (BusinessCaseModel.xls) as a reference for the formulas and algorithms used to map our End Vision solution to benefits and costs. We also provide a business case summary report (BusinessCaseSummary.doc) and a business case detail report (BusinessCaseDetail.doc) describing our model as an additional reference.

Investment Viability by Increment. The business case model accounts for [redacted]



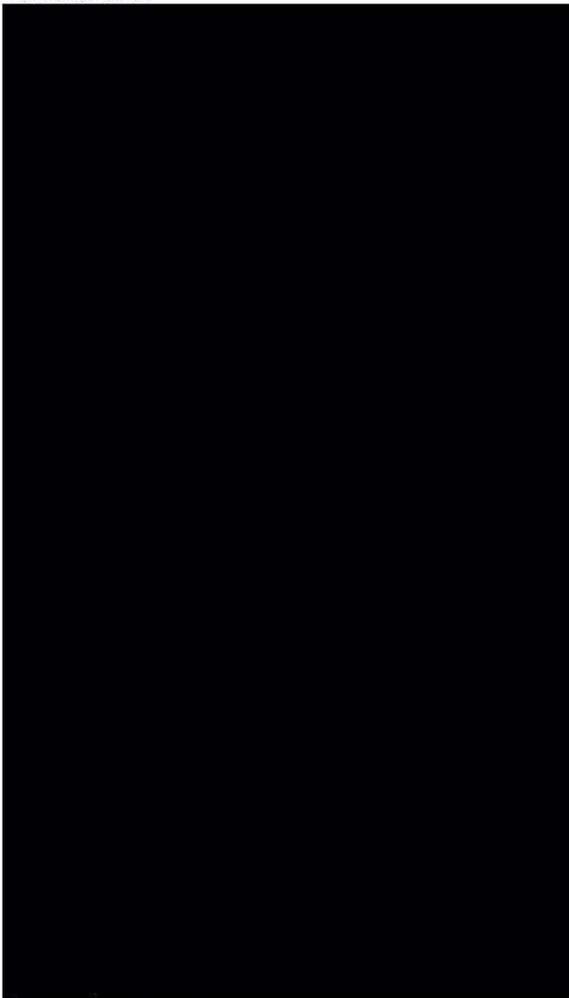
USVP 300

Figure 8-1. Our business case offers significant measurable benefits in each increment and throughout the life cycle of US-VISIT



investment viability in relation to each increment:

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maintenance costs, including costs incurred by the Government, excluding facilities enhancements.

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Figure 8-2 illustrates the return on investment for all end vision increments.

Our business case model reflects OMB-approved methods used to quantify life-cycle benefits for the purposes of measuring the viability of Federal investments. We measure direct benefits in the categories of

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Cost Effectiveness. Our solution yields

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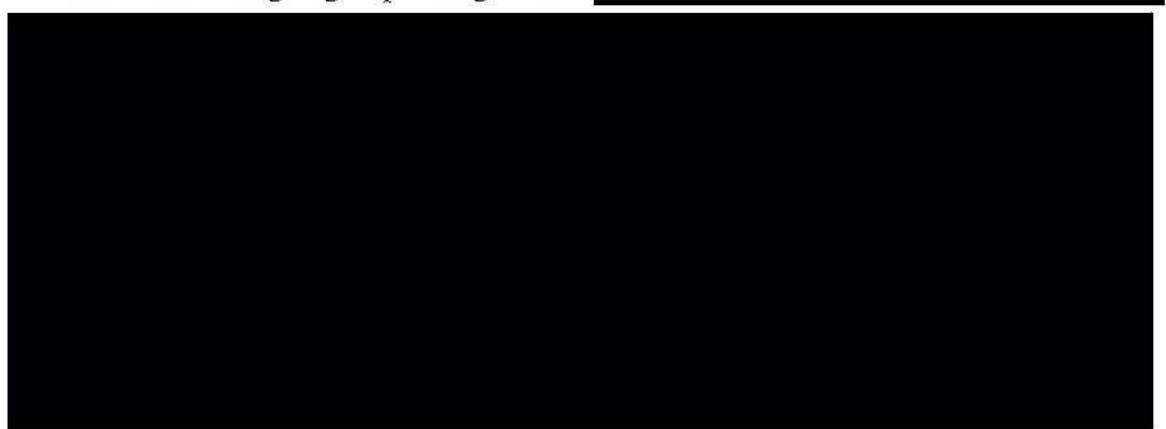
The Office of the Management and Budget requires a minimum of a nine percent rate of return for Federal projects.

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8.2 Cost/Benefit Analysis

Our business case model recognizes all one-time and on-going operating and

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Figure 8-2. Our cost benefit analysis

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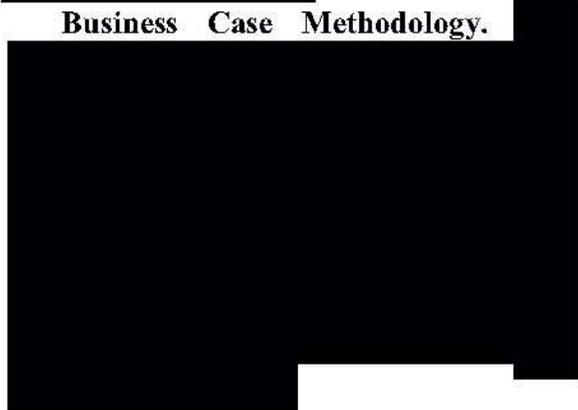
Indirect Benefit. In addition to the direct benefits accounted for in the calculation of investment viability, we have also identified additional economic impact to the national and regional economies. This impact is of great interest to Congress and to Federal agency managers. Figure 8-3 illustrates benefits in these categories.

This economic impact arises in the form of greater economic output, more jobs, and higher personal incomes due to the facilitation of freight that is more efficient and enhanced tourism and recreation.

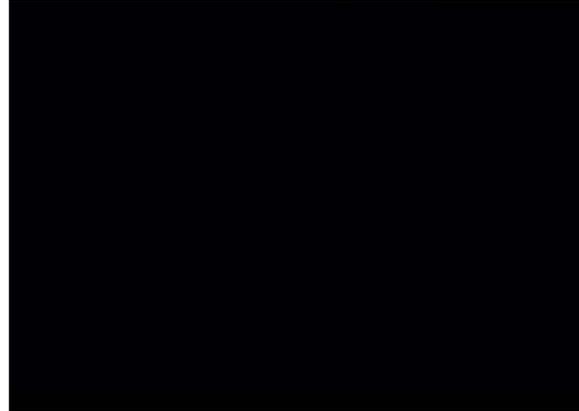
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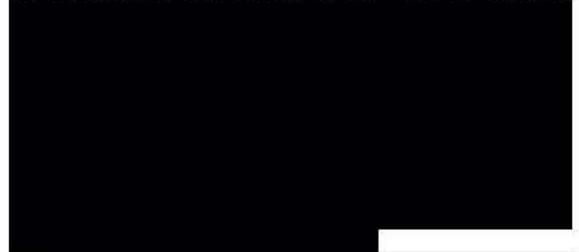


Our business case modeling process utilizes these methodologies to provide a solution to achieve business goals and produce economic benefits. Figure 8-4 illustrates the business case model and supporting methodology and includes the following critical success factors:



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We begin business case development by defining business functions and release increments that serve to enhance DHS performance and achieve US-VISIT goals.



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Figure 8-3. Our business case

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USVP 224

Figure 8-4. Our comprehensive business case methodology

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Our business case development and End Vision incremental release strategy. We used the business case model to test each increment with respect to costs, benefits, and investment viability. By re-shaping and refining the increment definitions through an iterative process,

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Our business case approach has proven successful in several projects in the U.S. and Canada. We illustrate the results in Figure 8-5.

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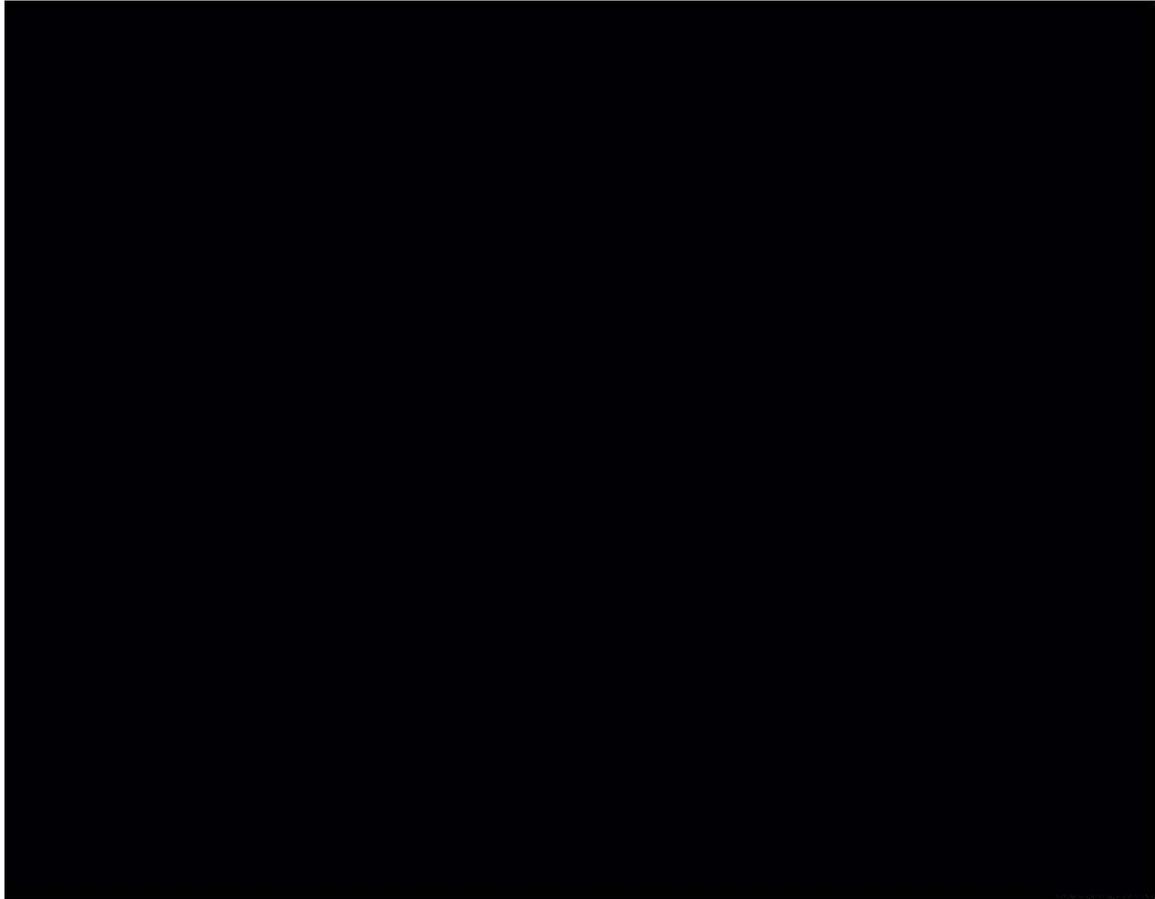
We continue to populate the business case model with

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b(4)



USV P 223

Figure 8-5. We bring proven business case experiences in US federal and Canadian government agencies to achieve DHS goals and mission



9.0 RISK ANALYSIS

Effective management significantly mitigates the most challenging high-level implementation risks identified by a comprehensive analysis of our implementation approach.

Risk Analysis Approach. Risk Management (RM) is the recognition, assessment, and control of uncertainties that may result in schedule delays, cost overruns, performance problems, adverse environmental impacts, or other undesired consequences. It provides a systematic approach for:

- Identifying and assessing risks
- Determining cost-effective risk reduction actions
- Monitoring and reporting progress in reducing risk

The overall goal of RM is to progressively reduce the exposure to events that threaten accomplishment of US-VISIT objectives by:

- Incorporating tasks into the Project Plan that minimize or avoid identified risks
- Developing proactive, contingent risk response actions
- Rapidly implementing risk responses based on timely identification of risk occurrence

b(4) We developed and refined our program risk assessment approach [redacted]

[redacted]

b(4)

[redacted]

b(4)

We define [redacted]

b(4)

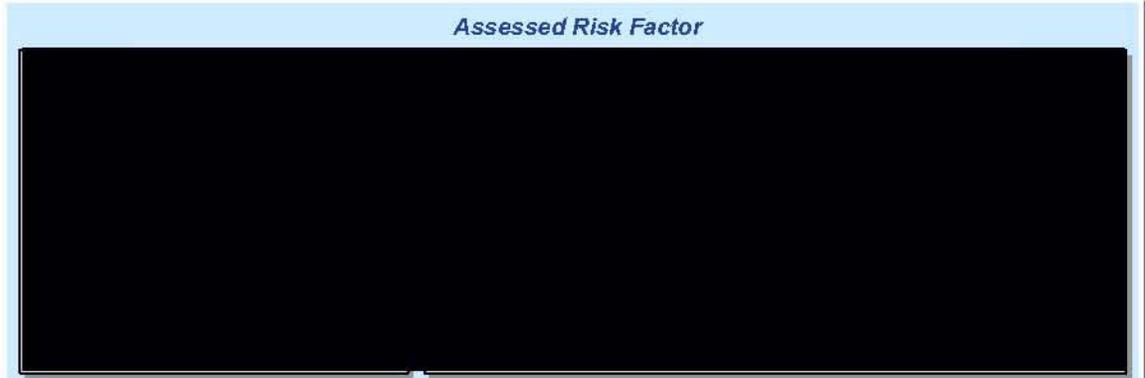
Further detailed information on our risk assessment approach can be found in our third delivery (Vol. 3, Part 2, and Paragraph 2.1.1.4).

Risk Evaluation. In order to address risks effectively, we quantify them. We describe risk factors by level of impact and probability of occurrence using a matrix shown in Figure 9-1. [redacted]

b(4)

b(4)

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USVP 225

b(4)

Figure 9-1. Our risk assessment strategy [redacted]

b(4)



b(4)

[Redacted]

b(4)

[Redacted]

b(4)

Identified Risks. We represent the [Redacted] risks associated with our approach to the program in Figure 9-2. This list contains [Redacted] of the ten core risks that GAO identified in Homeland Security - Risks Facing Key Border and Transportation Security Program Need to Be Addressed (GAO-03-1083). For each risk, we describe how our program approach, experience, or key personnel mitigate the risk.

b(4)

Schedule and Funding. Our program schedule and staffing model demonstrates significant commitment to RM. [Redacted]

b(4)

b(6)

[Redacted]

b(4)

The schedule for Task Order 001 (Vol.4, Part B) enumerates the tasks associated with this effort: RM plan development, status reporting, mitigation, and on-going PMO alignment. The schedule for future increments similarly devotes full time efforts to RM. In addition, [Redacted]

b(4)

[Redacted]

With this commitment to risk management and mitigation in End Vision increments, our risk strategy provides substantial benefit to the US-VISIT program.

#	Prob	Impact	Risk Score	Mitigation Plans
[Redacted]				

b(4)

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 1 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 2 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)					

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 3 of 7)



#		Prob	Impact	Risk Score	Mitigation Plans
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 4 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 5 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 6 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)					

USVP 302

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 7 of 7)



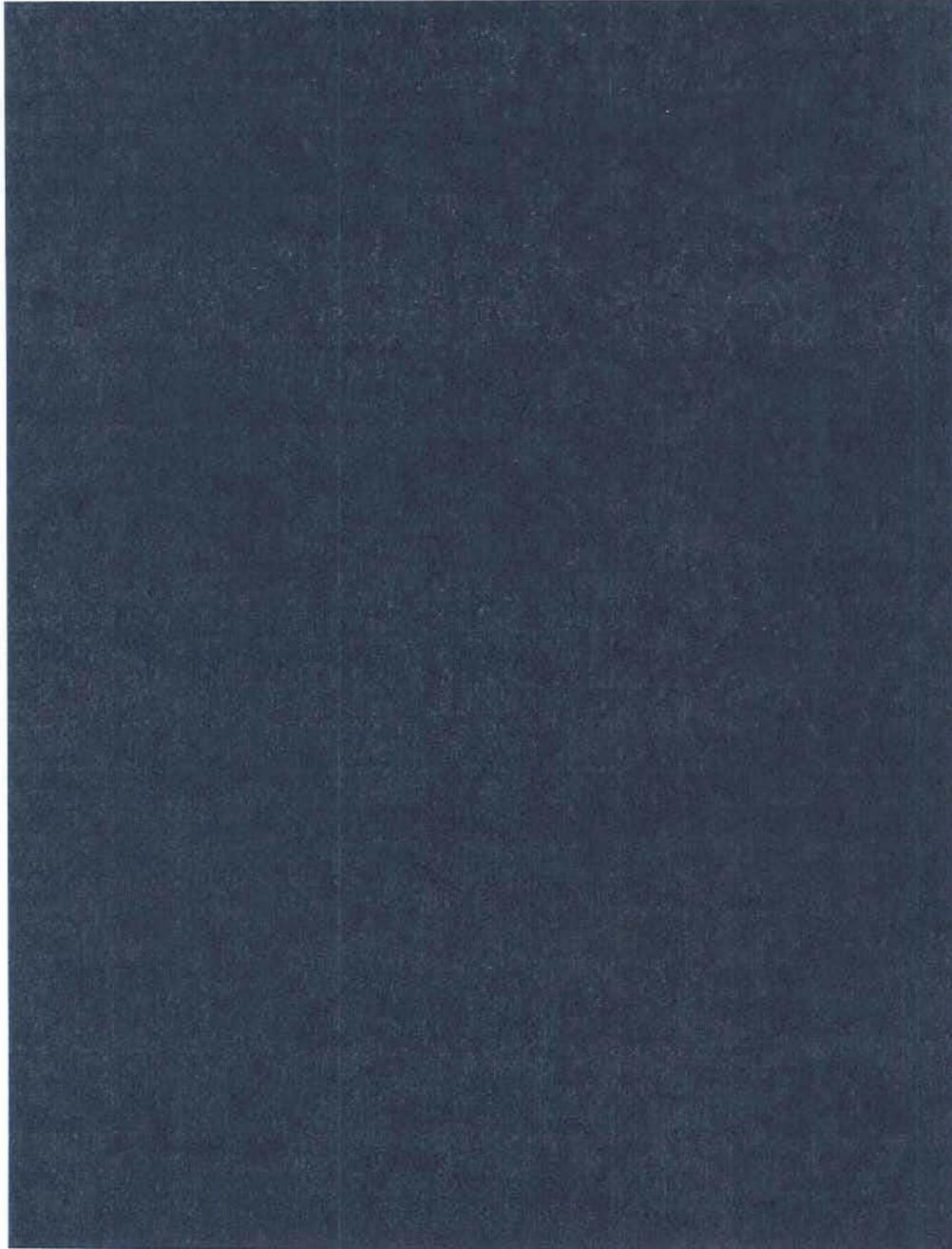
10.0 ORGANIZATIONAL STRUCTURE

Our organizational structure evolves along with responsibilities and requirements, providing clear roles and responsibilities that minimize teaming partner conflict and direct support of implementation methodology.

10.1 Implementation of End Vision with Proposed Teaming Partners/ Subcontractors

Accenture formed the Smart Border Alliance to bring together the skills and experience needed to address the US-VISIT challenges and achieve the four program goals. We selected team members based on their strengths in ten capability areas as shown in Figure 10-1. We assembled the Smart Border Alliance based on the capabilities of the companies to overcome and achieve these challenges and goals. All team members have border management experience combined with a range of business and systems integration capability to transform cross-agency functions into a seamless, virtual border management process that speeds travel and improves security. Figure 10-1 also defines the role(s) of each team member and their relevant experience performing these roles. We achieve success by drawing collaboratively on our relevant experiences and proven skills.

(b)(4)



USVP 241

10.1.1 Organizational Structure

We designed our organizational structure to deliver the End Vision,

Volume 3, Part A End Vision

The information on this page is proprietary to Accenture LLP. Source Selection Information - (See FAR 3.104)

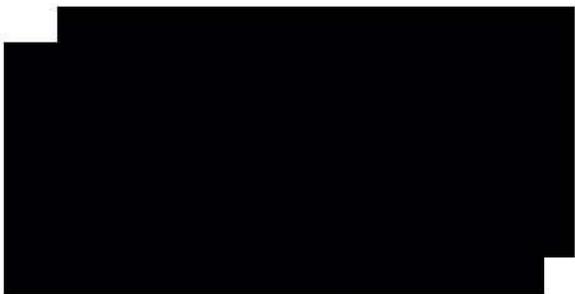
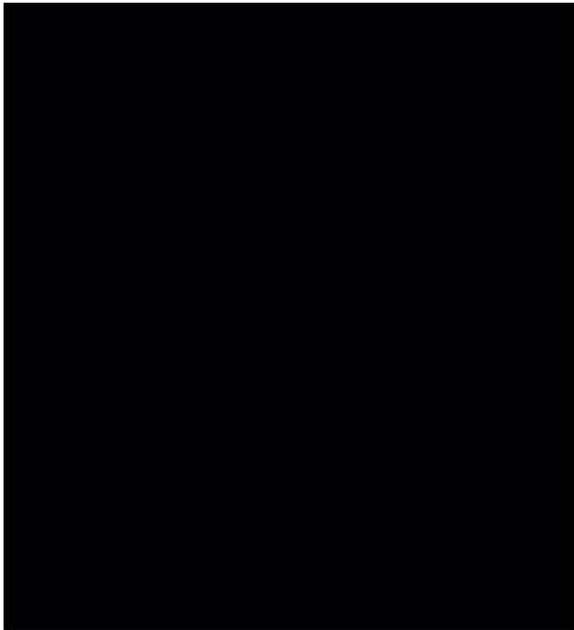
Figure 10-1. The Smart Border Alliance implements the End Vision with its proposed teaming partners and

(b)(4)

(b)(4)



b(4)



b(4)

10.1.2 Alignment with US-VISIT Program Office and Border Management Stakeholders

We align our [redacted] with the US-VISIT Program Office (UPO) and with border management stakeholders. The [redacted] work together with the UPO to manage critical program issues and [redacted]

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US-VISIT Program Office and Government Stakeholders

USVP 097

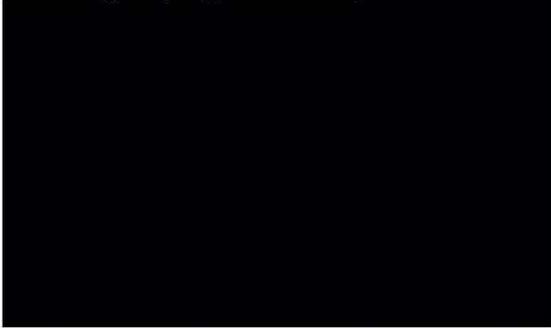
b(4)

Figure 10-2. [redacted] *our organizational structure provides clear roles and responsibilities to promote direction and focus*



skills of Government, border management, and technical environments to mitigate program risks.

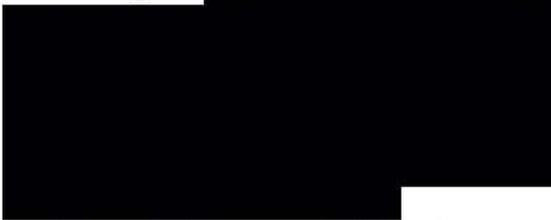
b(4)



Interface Points and Program Plan Execution. Our team builds direct lines of communication between DHS and Alliance roles to create a partnering environment that works together at every phase of the program as shown in Figure 10-3.

DHS executives communicate directly with their corresponding Alliance executives, each of whom manages a

b(4)



We establish accountability within our Alliance to execute successfully according to the program plan.

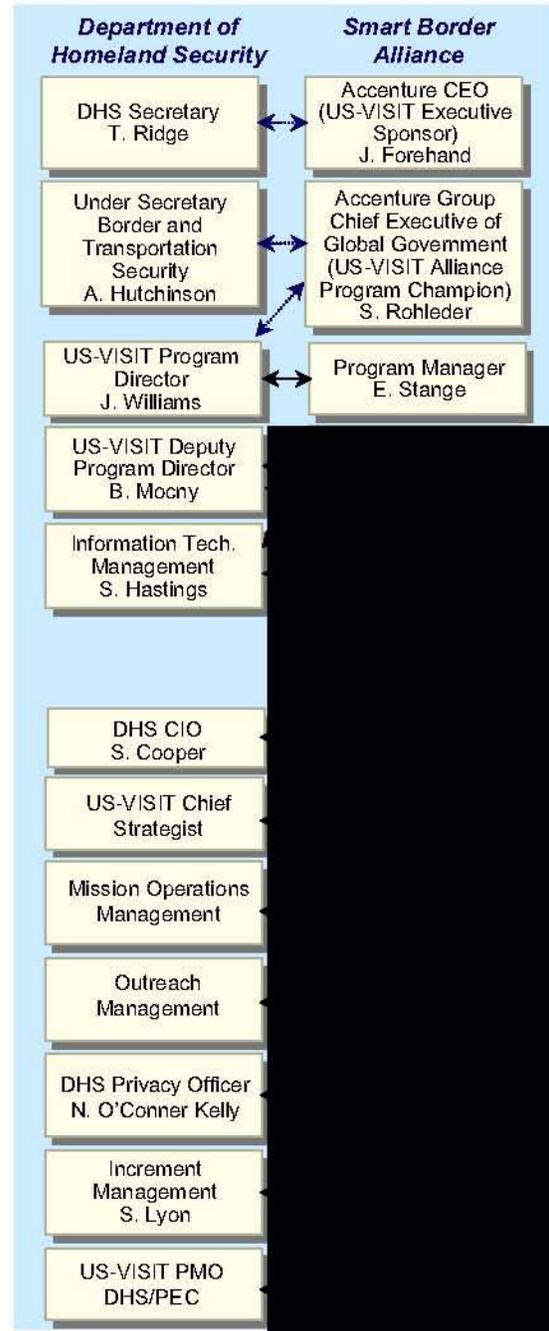
b(4)



We realize that every individual is important to achieving success and we have enlisted our best people to guide and deliver the desired business results, up to and including Accenture's CEO, Joe Forehand. Joe is the Executive Sponsor for the Smart Border Alliance and brings strong leadership and guidance to our team.

10.2 Accenture and Teaming Partners/ Subcontractor Roles and Responsibilities

We have identified the key roles and responsibilities, as shown in Figure 10-4,



b(4)

USVP 157
Figure 10-3. We directly align with DHS to



b(4)

necessary to implement the End Vision successfully. We have defined responsibilities and performance expectations that enable a clear understanding of scope and expected results.



b(4)

<i>Alliance Role</i>	<i>US-VISIT Counterpart</i>	<i>Alliance Responsibilities</i>
[Redacted]	US-VISIT Program Director – Jim Williams	[Redacted]
[Redacted]	US-VISIT Deputy Program Director – Bob Mocny	[Redacted]
[Redacted]	DHS CIO – Steve Cooper	[Redacted]
[Redacted]	US-VISIT PMO DHS/PEC	[Redacted]
[Redacted]	US-VISIT Deputy Program Manager – Bob Mocny	[Redacted]
[Redacted]	Information Technology Management – Scott Hastings	[Redacted]
[Redacted]	Increment Management – Shonnie Lyon	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

b(4)

USVP 135

Figure 10-4. We define roles and responsibilities to provide focus resulting in clear direction



10.3 Organizational/Management Approach Support of Desired Business Results

A program the size, complexity, and duration of US-VISIT requires an organizational and management approach that can adjust to a changing environment, minimize knowledge transfers, and involve stakeholders. Our structure enables us to

b(4)

standard processes throughout the program life cycle as shown in Figure 10-5.

Our approach b(4)

b(4)

b(4)

In addition, the b(4) cohesiveness by integrating the Government, prime contractor, and subcontractors on appropriate teams focused on delivering desired business results. This organizational approach also achieves superior business performance by leveraging skills across organizations.

b(4)

Our approach also manages stakeholder involvement, which is essential for program success. Our b(4) advises and assists the Alliance Program Manager and the US-VISIT Director with issues surrounding safe and secure borders for US citizens and its visitors as demonstrated in Figure 10-6. The Alliance Deputy Program Manager and Outreach Liaison work with the Program Manager to assist DHS in all outreach functions.

b(4)

US-VISIT has far-reaching impacts on commerce, trade, and travel for a large, diverse group of stakeholders; b(4)

b(4)

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Desired Business Results

- Improve facilitation of legitimate trade and travel
- Improve identification of high-risk travelers
- Enhance security through rational risk-management
- Meet legislative goals
- Improve entry and exit visibility
- Improve responsiveness to national alerts

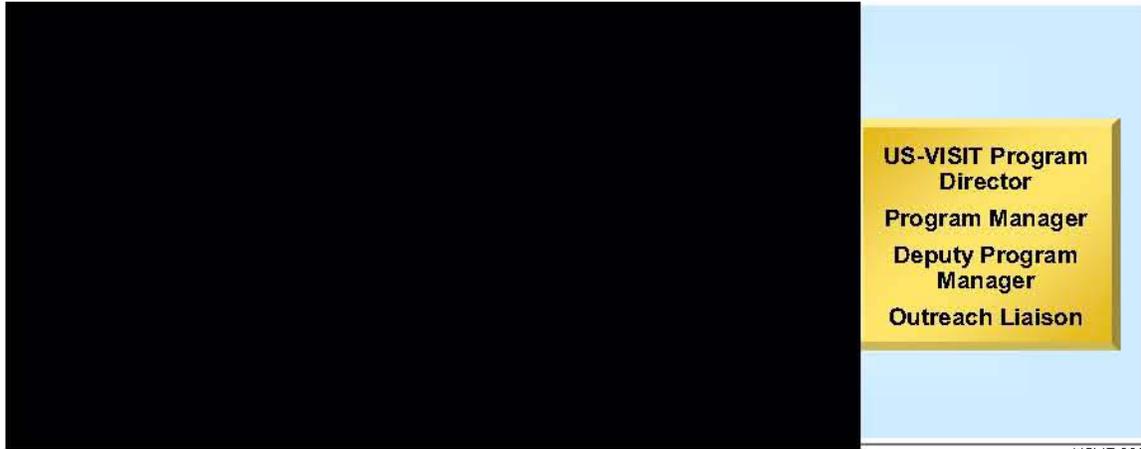
USVP 111

Figure 10-5. Our organizational management approach minimizes potential conflicts by b(4)

b(4)



b(4)



USVP.220

b(4)

Figure 10-6. [Redacted] US-VISIT in providing safe and secure borders for U.S. citizens and its visitors

b(4)

[Redacted]

each increment. In addition, [Redacted] is responsible for incremental release strategy adherence to the DHS view of the Homeland Security Enterprise Architecture. Through this structure, the incremental release strategy drives the long-term vision, maintains consistency with the HLS EA, and minimizes the potential for conflicts of interest [Redacted]

b(4)

b(4)

[Redacted]

b(4)

Minimizing Potential Conflicts of Interest. Our organizational and management structure minimizes potential conflicts of interest by clearly defining the incremental release strategy, defining sub-contractor teaming agreements and statements of work, and by applying program management and control methods. [Redacted]

Throughout each increment release, the Alliance develops sub-contractor teaming agreements and statements of work that clearly define responsibilities. This minimizes the potential for overlapping responsibilities or ambiguous areas of ownership.

b(4)

[Redacted] for planning the incremental release strategy which defines which operational and technical requirements, new or changed business processes, and infrastructure and platform changes to be implemented for

When conflicts of interest arise, [Redacted]

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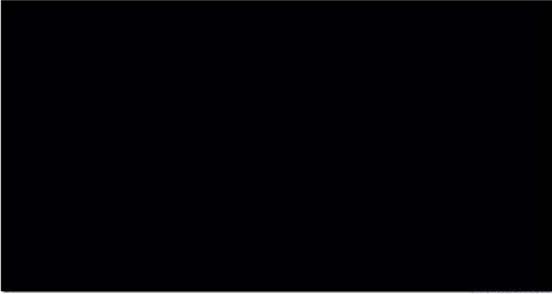
10.4 Incentive Structure and Teaming Partner/Subcontractor Incentive Sharing

Our incentive structure offers incentives



b(4) demonstrates our commitment to US-VISIT.

b(4)

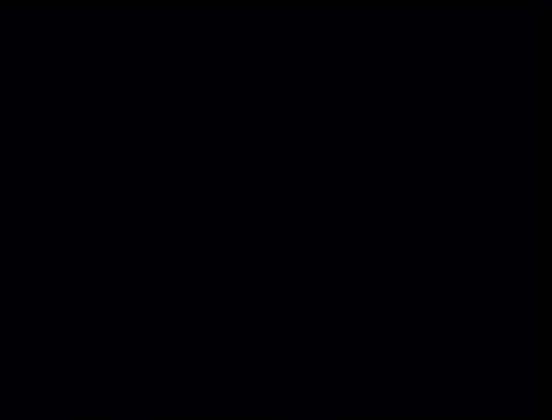


USVP-101

Figure 10-8. Our incentive structure

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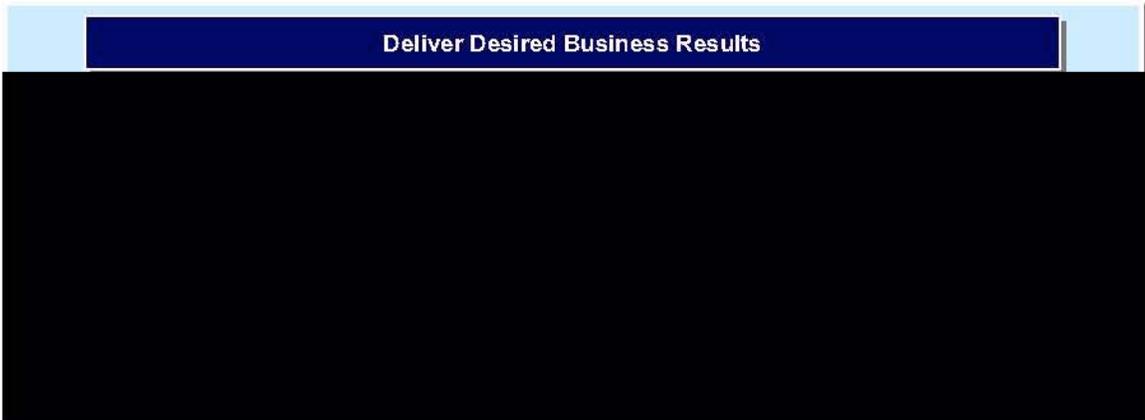


b(4)

10.5 Key Program and Project Management Methodology Components

An effective program and project management methodology incorporates effective planning, management, delivery, and implementation processes across

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USVP 090

Figure 10-7. We include teaming partners and subcontractors in the incentive structure to

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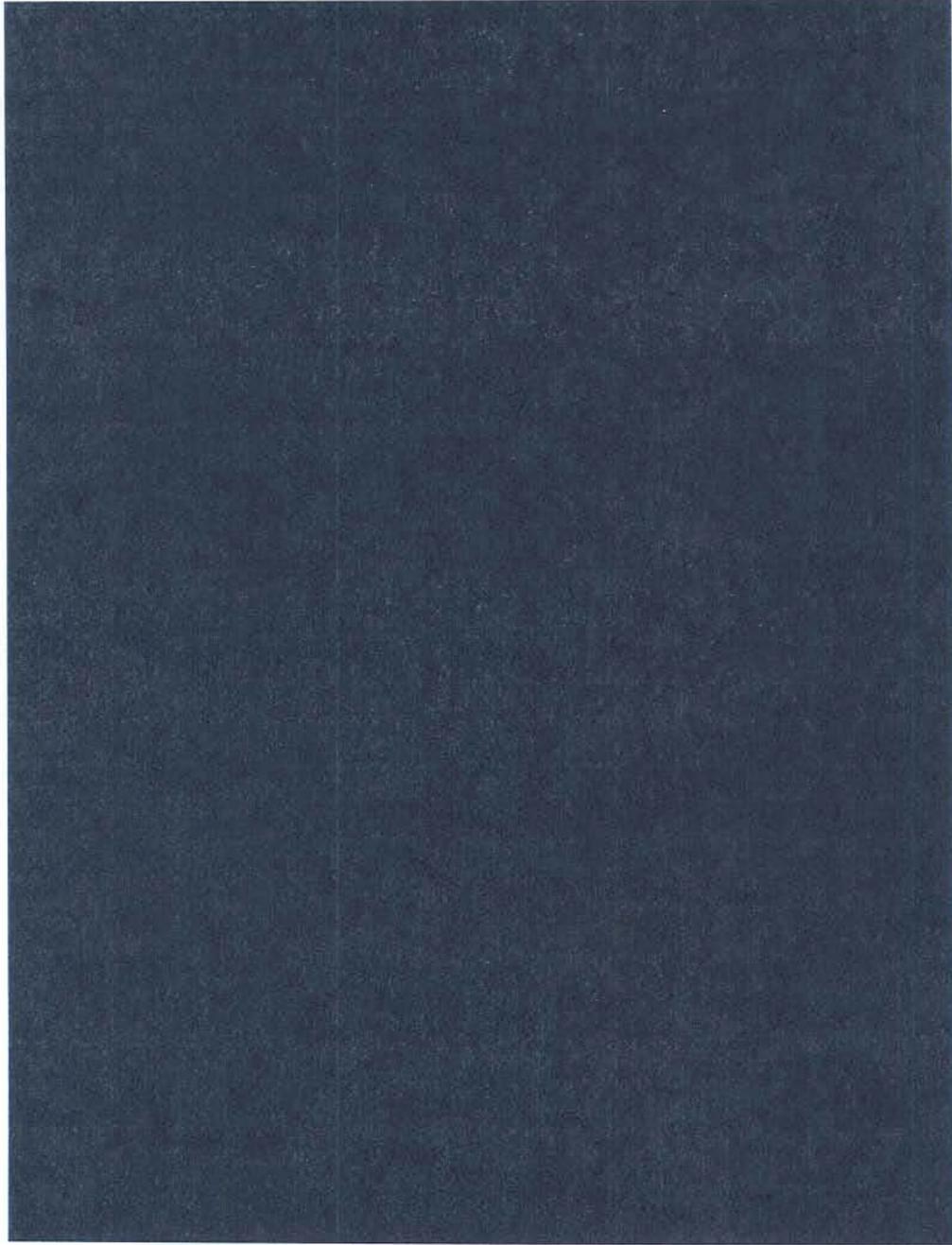


10.0 ORGANIZATIONAL STRUCTURE

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10.1 Implementation of End Vision with Proposed Teaming Partners/ Subcontractors

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(b)(4)

10.1.1 Organizational Structure

We designed our organizational structure to deliver the End Vision,

(b)(4)

(b)(4)

Figure 10-1. The Smart Border Alliance implements the End Vision with its proposed teaming partners and



11.0 DETAILED PROGRAM SCHEDULE

We create our detailed program schedule using Accenture estimating and scheduling methodologies, proven on more than 5,000 projects. These Accenture methodologies, supported by other Alliance estimating techniques and lessons learned enable realistic planning from a knowledgebase of completed work, and consistent delivery per the schedule and within budget.

Our detailed program schedule supports the End Vision incremental release strategy. Figure 11-1 illustrates the key capabilities and objectives in each release which serves as the design roadmap for our activities and milestones.

11.1 Key Activities and Milestones

We organize capability delivery by increments with clearly defined activities that when completed result in the accomplishment of significant milestones, allowing for effective planning and management of program.

b(4)

b(4)

[Redacted]

[Redacted]

b(4)

Our US-VISIT Detailed Program Schedule, found in Appendix 2, details major tasks for each increment and serves as a tool for communicating task-level program content. The US-VISIT Program Schedule Dependencies, also found in Appendix 2, define the major task dependencies and the critical path within each incremental release.

[Redacted]

b(4)

11.2 Schedule Methodology and Estimation Techniques

Our scheduling and estimating techniques and tools enable us to estimate

[Redacted]

USVP 003

b(4)

Figure 11-1.

[Redacted]



the schedule, work effort, and resources necessary to maintain the incremental release strategy over time and to deliver on that strategy over the life of the program. Figure 11-2 illustrates this process.

Based on the US-VISIT program goals, Desired Business Results (DBRs) defined in Section 1.0, legislative, and other requirements we develop an incremental release strategy for the End Vision capability.

b(4)

[Redacted]

We identify key activities, milestones, and dependencies. Finally, we created a detailed program schedule and EVMS inputs. Throughout the process, we focused on the mitigation of deployment risk and the facilitation of build activities.

b(4)

[Redacted]

b(4)

[Redacted]

[Redacted]

b(4)

[Redacted]

b(4)

[Redacted]

b(4)



USVP 232

Figure 11-2. Our schedule methodology provides a framework for translating program requirements, desired business results, and incremental release strategy into logically sequenced activities and milestones



12.0 INVESTMENT STRATEGY

Our investment strategy establishes a reasonable funding profile for US-VISIT by projecting a significant return on investment (ROI) for each US-VISIT increment, utilizing existing funds, and providing innovative funding options. In addition, our strategy shares risk through performance-based funding approaches.

Our investment strategy is based on our understanding of US-VISIT program goals and our experience successfully implementing large-scale complex Government and commercial programs whose success depend on consistent funding. Figure 12-1 illustrates our experience implementing different types of investment strategies. An effective

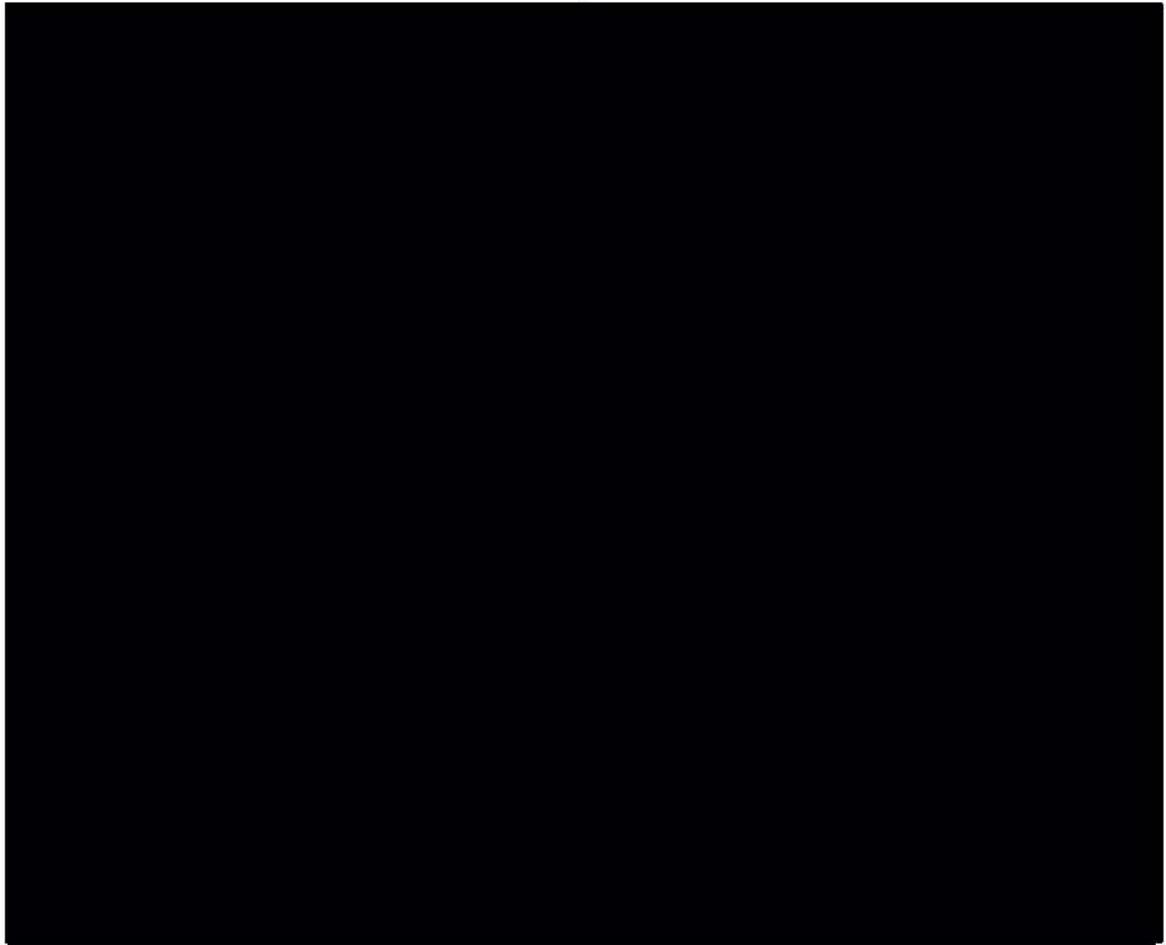
investment strategy is based on the following key factors:

- Link investments with long-term goals, objectives, and performance measures
- Establish a governance structure to institute investment policies and procedures
- Generate returns by prioritizing investments that create the most impact
- Manage risk versus return ratio
- Optimize available sources of funds

12.1 Recommended Investment Strategy

Our US-VISIT investment strategy focuses on achieving overall program goals while generating significant returns early in the program. We partner with the Government

b(4)



b(4)

Figure 12-1. We offer a variety of partnering models, risk sharing, and performance-based incentives plans

USVP 045



b(4) [redacted] We utilize existing DHS funds for US-VISIT Task Orders 001 and 002, which are integral initial elements of our overall End Vision investment plan. We also propose innovative self-funding options, generating additional revenue sources for the program.

Reasonable Funding of End Vision and Incremental Releases. Our investment strategy provides a reasonable funding profile by generating more than b(4) and a return on investment of [redacted] for the first ten years of the program, and by

b(4) [redacted]

b(4) [redacted] One of the concerns expressed by GAO in its public US-VISIT report is the lack of defined and measurable benefits for the program. As indicated in Section 8.0 Business Case, we use OMB-approved methods to conduct cost-benefit analysis when defining the specific capabilities to introduce in each increment of our End Vision. We use an economic model

b(4) [redacted] to drive the overall program cost-benefit analysis and measurable benefits in each increment. In our business case, each increment generates positive ROI of b(4)

b(4) [redacted] As described in Section 5.0 US-VISIT Transition and Sequencing Strategy, we follow the Capital Planning and Investment Control (CPIC) process so that funds are approved for future program task orders.

Utilization of Existing Funds. Task Order 001 supports our End Vision strategy through the creation of a Program Management Office (PMO) that is maintained throughout the US-VISIT program to increase management efficiency of future End vision task orders.

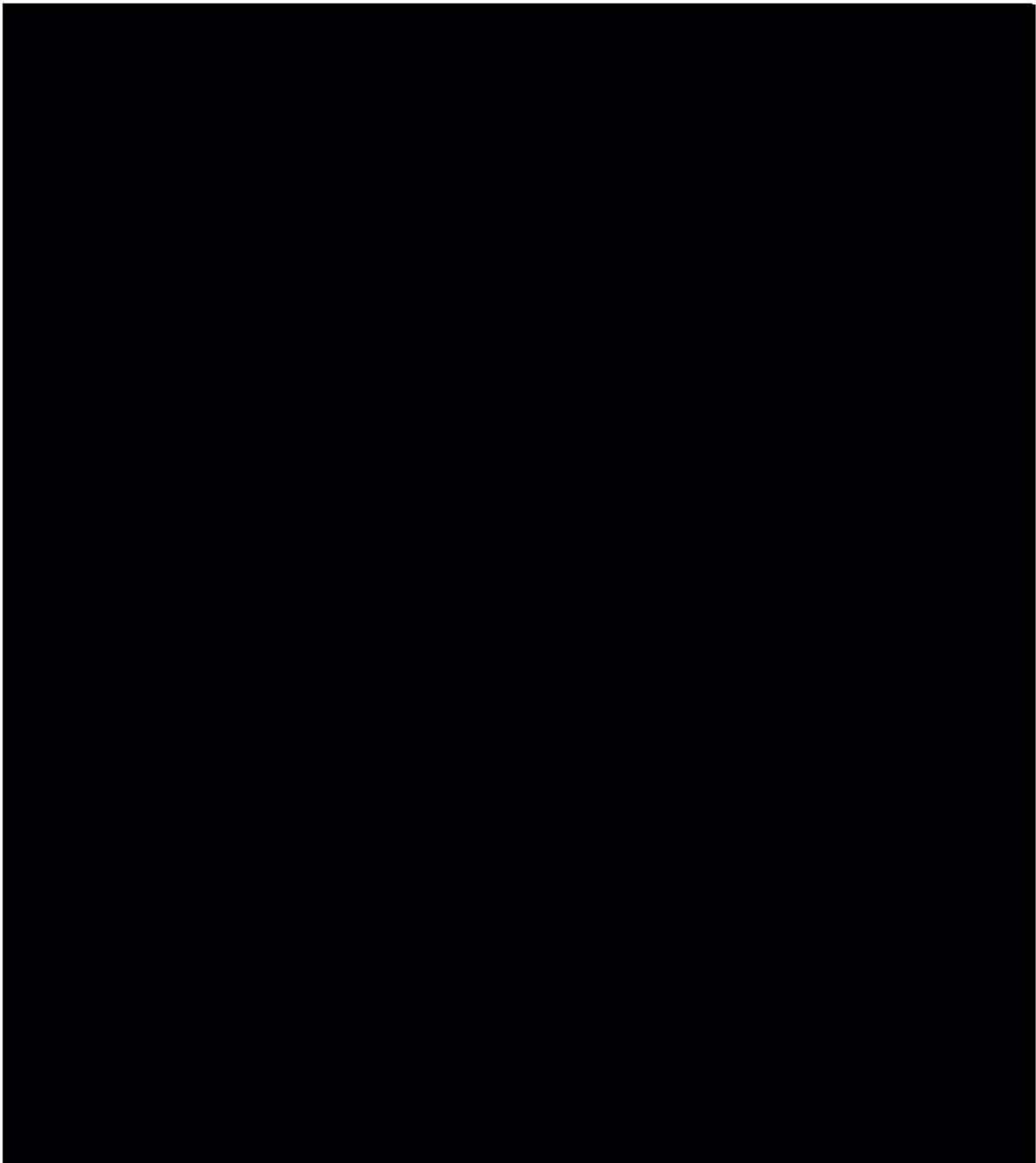
Task Order 002 establishes a foundation for several key elements of our End Vision solution, including the [redacted] b(4) the Mission Operations Center, and RFID capability. Thus, we utilize existing funding for these task orders including \$60 million allocated for deployment of RFID technology -- to begin building our End Vision solution. In addition, our End Vision business case includes savings of [redacted] by year 2010 by retiring and replacing legacy systems. This is an additional source of existing funds that is incorporated into our overall End Vision business case that provides [redacted] b(4) savings to the Government.

Alliance Funding Innovation. Figure 12-2 illustrates Alliance examples of self-funding options to assist in funding our End Vision solution. These innovative options are based on [redacted] b(4)

[redacted] b(4)

Performance-Based Funding. We put our fees at risk based on [redacted] b(4)

[redacted] Our investment strategy closely links each increment with the End Vision, defining desired business results and associated performance metrics that result in the achievement of US-VISIT program goals. Our performance metrics are objective, measurable, and meaningful. This approach results in a long-term, mutually beneficial relationship between the Government and the Smart Border Alliance.



USV P 242

Figure 12-2. We create innovative self-funding options to generate additional revenue sources



Section 13.0 PROGRAM BUDGET

Pages 13-1 through 13-5 withheld in their
entirety.

Exemption b(4).

Total - 5 pages.



APPENDIX 1

MISSION-ESSENTIAL TASK LIST

The Mission-Essential Task List
(73 pages) provided to each submitter
by the DHS
is provided.

Information provided by the
submitter to complete the
Mission-Essential Task List
is withheld in its entirety.
Exemption b(4).

Instructions for Completing the Mission-Essential Task List (METL)

The Offeror needs to complete the attached METLs for the proposal evaluation process. Six ports, four southern and two northern, are selected for evaluation. Each tab contains a Port Overview, including the reason the port is chosen for analysis and high-level port statistics, and the Mission-Essential Task List, including processing steps and associated times per step. The Offeror is required to evaluate the steps in the METL and make recommendations on additions or changes to steps and/or processing times per step. The new steps and processing times will be used to evaluate the proposed solution.

The Offeror needs to provide the following information associated with each METL:

- Determine what changes will be made to the current METL at primary and secondary.
- List changed or new processing steps.
- Determine the new processing times for each step in the METL.
- Determine increase or decrease to referrals to secondary.

Goal:

The average processing time for travelers requiring biographic/biometric verification should not increase by more than 25%.

Port Overview

Highest volume – Southern POE

San Ysidro, CA

Top 50 POE number: 1

Total travelers: 45,650,700 per year

NIV: 29%

Visitor vehicle processing time: 25 sec

San Ysidro, California				
Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Entry-Air				
<i>Pre-screen travelers</i>			<i>NA</i>	
Perform Primary Inspection			0.50	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.11	
Review pre-screen analysis results			0.05	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.03	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.03	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.06	
Notify appropriate law enforcement personnel if "lookout" exists			0.03	
Continue with inspection if not U.S. citizen			0.03	
Determine if evidence exists to justify inadmissibility			0.16	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.08	
Interview traveler to exclude existence of conditions of inadmissibility			0.08	
Make final admission decision			0.08	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Air				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.)</i>			<i>38.58</i>	
<i>Secondary Inspection (if applicable)</i>				

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			3.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.00	
Interview traveler to determine intent			9.00	
Complete appropriate administrative forms, as required			15.00	
Make final admission decision			1.83	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.83	
Seek Supervisor concurrence on denials/waivers				
Notify traveler of District Office requirements, as required			0.83	
Alert appropriate personnel of referral to enforcement secondary processing			0.17	
Entry-Air				
<i>Perform Enforcement Processing (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			49.78	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			4.20	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Capture Biometric Identifier 3 (Active)			0.60	
Capture Biometric Identifier 4 (Active)			0.60	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			7.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			4.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			3.00	
Interview traveler to determine intent			16.33	
Perform personal search of traveler, as required			15.00	
Make final admission decision			1.66	
Issue entry receipt (if applicable)			0.83	
Enter entry information into EES			0.83	
Adverse action			0.34	
Process for Expedited Removal			0.34	
Process for Withdrawal of Application			0.34	
Process for Deferred Inspection			0.34	
Process for Refusal			0.34	
Asylum (Credible Fear) Referrals			0.34	
Process for Criminal Prosecution			0.34	
Complete Deferred Inspection (if applicable, at District Office)			0.34	
Entry-Land				
Perform Primary Inspection (vehicle, Visitor)		25		
Retrieve passenger's record	0%	0		
Scan travel document for automated record retrieval	0%	0		
Review passenger record	8%	2		
Review automated presentation of biographic data	8%	2		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	40%	10		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	15%	4		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Verify identity	25%	6		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		

NIV: 29%
 Visitor vehicle processing time: 25 sec

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	5%	1		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	2%	0		
Determine if evidence exists to justify inadmissibility	20%	5		
Interview traveler to ensure purpose of visit coincides with requested visa classification	10%	2		
Interview traveler to exclude existence of conditions of inadmissibility	10%	2		
Make final admission decision	2%	1		
Collect I-94 (if applicable)		-	0.00	
Create/modify passenger record in EES		-	0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.		-	0.00	
Entry-Land				
Pre-screen travelers (vehicle, DCL)				
Perform requisite risk analysis, records retrieval, other available data, etc.		No Automation Impact		
Determine if evidence exists to suggest inadmissibility (e.g. known security threat, prior unlawful presence, etc.)				
Identify potentially high-risk individuals				
Create/modify passenger record in EES (local lookout?)				
Perform Primary Inspection (vehicle, Citizen)		20		
Retrieve passenger's record	5%	1		
Scan travel document for automated record retrieval	5%	1		
Review passenger record	14%	3		
Review PAU analysis results	5%	1		
Review automated presentation of biographic data	5%	1		
Review automated presentation of biometric data	5%	1		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document, as required	42%	8		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	9%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	9%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	5%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	26%	5		
Manually review biographic information in passport and other travel documents	7%	1		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	9%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine if evidence exists to justify inadmissibility	9%	2		
Interview traveler to ensure purpose of visit coincides with requested visa classification	5%	1		
Interview traveler to exclude existence of conditions of inadmissibility	5%	1		
Make final admission decision	5%	1		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Create/modify passenger record in EES	0%		0.00	
Alert Secondary Inspectors for reason for referral (IBIS hit, Inspector Discretion, NSEERS Registration, Major Document Deficiencies)	5%		0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Visitor)		25		
Retrieve passenger's record	3%	1		
Scan travel document for automated record retrieval	3%	1		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	6		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	3%	1		
Determine if evidence exists to justify inadmissibility	25%	6		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	3		
Interview traveler to exclude existence of conditions of inadmissibility	13%	3		
Make final admission decision	6%	2		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Citizen)		10		
Retrieve passenger's record	3%	0		
Scan travel document for automated record retrieval	3%	0		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	3		

Visitor vehicle processing time: 25 sec

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	1		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	1		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	2		
Manually review biographic information in passport and other travel documents	8%	1		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	1		
Notify appropriate law enforcement personnel if "lookout" exists	3%	0		
Continue with inspection if not U.S. citizen	3%	0		
Determine if evidence exists to justify inadmissibility	25%	3		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	1		
Interview traveler to exclude existence of conditions of inadmissibility	13%	1		
Make final admission decision	6%	1		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Mission-Essential Task List (METL) - Secondary	% Time by Step	Baseline Cycle Time (in Minutes)	Offeror Cycle Time (in Minutes)	Revised Cycle Time- (% change)
Perform Secondary - Administrative Processing (e.g., immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)		34.2		
Access EES to review reason for referral to administrative secondary	3%	1.0		
Capture relevant biometric data from traveler, as required	18%	6.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	15%	5.0		
Capture Biometric Identifier 2 (Active/Photograph)	3%	1.0		
Authenticate travel document, as required	15%	5.0		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	3%	1.0		
Review results of automated presentation of relevant visa fraud data as presented by PAU	0%	0.0		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review application materials for sufficiency and to identify inconsistencies	24%	8.2		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	1.9		
Query EES to review application materials for sufficiency and to identify inconsistencies	14%	4.9		
Interview traveler as required	4%	1.4		
Interview traveler to determine intent	10%	3.5		
Complete appropriate administrative forms, as required	10%	3.5		
Make final admission decision	6%	2.0		
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.95	
Notify traveler of District Office requirements, as required			0.90	
Alert appropriate personnel of referral			0.00	
Entry-Land				
Perform Secondary - Enforcement (e.g., suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)		34.3		
Access EES to review reason for referral to enforcement secondary	0%	0.1		
Capture relevant biometric data from traveler, as required	6%	2.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	6%	2.0		
Capture Biometric Identifier 2 (Active/Photograph)	0%	0.0		
Capture Biometric Identifier 3 (Active)	0%	0.0		
Capture Biometric Identifier 4 (Active)	0%	0.0		
Authenticate travel document, as required	29%	9.9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	14%	4.8		
Review results of automated presentation of relevant visa fraud data as presented by PAU	3%	1.1		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review available information on traveler to identify inconsistencies	12%	4.0		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	2.0		
Query EES to review application materials for sufficiency and to identify inconsistencies	0%	0.0		
Interview traveler, as required	6%	2.0		
Interview traveler to determine intent	15%	5.0		
Perform personal search of traveler, as required	12%	4.0		
Make final admission decision	3%	1.0		
Issue entry receipt (if applicable)			0.95	
Enter entry information into EES			0.95	
Adverse action			3.34	
Process for Expedited Removal			1.24	
Process for Withdrawal of Application			0.30	
Process for Deferred Inspection			0.02	
Process for Refusal			1.60	
Asylum (Credible Fear) Referrals			0.05	
Process for Criminal Prosecution			0.13	
Complete Deferred Inspection (if applicable, at District Office)			N/A	
Entry-Sea				
Pre-screen travelers			N/A	
Perform Primary Inspection			0.42	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.07	
Review pre-screen analysis results			0.01	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.13	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.13	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.02	
Notify appropriate law enforcement personnel if "lookout" exists			0.01	
Continue with inspection if not U.S. citizen			0.01	
Determine if evidence exists to justify inadmissibility			0.04	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.02	
Interview traveler to exclude existence of conditions of inadmissibility			0.02	
Make final admission decision			0.09	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.01	
Entry-Sea				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			160.80	
Access EES to review reason for referral to administrative secondary			1.00	
Capture relevant biometric data from traveler, as required			12.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Authenticate travel document, as required			2.00	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			5.30	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.80	
Interview traveler to determine intent			67.00	
Complete appropriate administrative forms, as required			68.00	
Make final admission decision			3.00	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			1.00	
Notify traveler of District Office requirements, as required			1.00	
Alert appropriate personnel of referral to enforcement secondary processing.			1.00	
Entry-Sea				
<i>Perform Enforcement (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			168.78	
Access EES to review reason for referral to enforcement secondary			1.00	
Capture relevant biometric data from traveler, as required			18.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Capture Biometric Identifier 4 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review available information on traveler to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler, as required			2.00	
Interview traveler to determine intent			67.90	
Perform personal search of traveler, as required			68.88	
Make final admission decision			3.00	
Issue entry receipt (if applicable)			1.00	
Enter entry information into EES			2.00	
Adverse action			2.00	
Process for Expedited Removal			2.00	
Process for Withdrawal of Application			2.00	
Process for Deferred Inspection			2.00	
Process for Refusal			2.00	
Asylum (Credible Fear) Referrals			2.00	
Process for '240' Proceeding			2.00	
Process for Criminal Prosecution			2.00	
Complete Deferred Inspection (if applicable, at District Office)			2.00	
Exit-Air				
Perform Departure Check			0.38	
Retrieve passenger's record, as required			0.01	
Scan travel document for automated record retrieval			0.01	
Review passenger record, as required			0.09	
Review pre-screen analysis results			0.03	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant data from traveler			0.12	
Capture Biometric Identifier 1 (Active Capture)			0.06	
Capture Biometric Identifier 2 (Active Capture)			0.06	
Authenticate travel document			0.02	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.00	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Verify identity			0.02	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler, as required			0.01	
Determine if evidence exists to justify detention, as required			0.02	
Determine traveler's stay history (is this relevant?)			0.01	
Locate and review watchlist query results automatically presented by EES, as required			0.01	
Make departure decision			0.10	
Collect I-94 (if applicable)			0.00	
Enter departure data via APIS manifest data			0.01	
Enter departure information into EES via departure check process, as required			0.08	
Refer for secondary check			0.01	
Exit-Air				
Perform Secondary Check (if applicable)			40.80	
Capture relevant biometric data from traveler, as required			15.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting departure (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.50	
Interview traveler to clarify stay history			10.00	
Determine if personal search of traveler is required			10.00	
If necessary, perform search to locate contraband or other targeted materials			10.00	
Review available information on traveler			2.50	
Review additional supporting documentation (non-travel)			2.00	
Query/re-query EES			0.50	
Make final departure decision			0.30	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Allow traveler to depart			0.10	
Process for '241' Proceeding			0.10	
Process for Criminal Prosecution			0.10	

Port Overview

Highest volume with high percentage NIV – Southern POE

Calexico West, CA

Top 50 POE number: 3

Total travelers: 20,828,585 per year

NIV: 69%

Visitor vehicle processing time: 40 sec

Calexico West, California				
Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Entry-Air				
<i>Pre-screen travelers</i>			<i>NA</i>	
Perform Primary Inspection			0.50	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.11	
Review pre-screen analysis results			0.05	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.03	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.03	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.06	
Notify appropriate law enforcement personnel if "lookout" exists			0.03	
Continue with inspection if not U.S. citizen			0.03	
Determine if evidence exists to justify inadmissibility			0.16	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.08	
Interview traveler to exclude existence of conditions of inadmissibility			0.08	
Make final admission decision			0.08	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Air				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.)</i>			38.58	
<i>Secondary Inspection (if applicable)</i>				

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			3.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datasheet to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.00	
Interview traveler to determine intent			9.00	
Complete appropriate administrative forms, as required			15.00	
Make final admission decision			1.83	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.83	
Seek Supervisor concurrence on denials/waivers				
Notify traveler of District Office requirements, as required			0.83	
Alert appropriate personnel of referral to enforcement secondary processing			0.17	
Entry-Air				
<i>Perform Enforcement Processing (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			49.78	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			4.20	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Capture Biometric Identifier 3 (Active)			0.60	
Capture Biometric Identifier 4 (Active)			0.60	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			7.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			4.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			3.00	
Interview traveler to determine intent			16.33	
Perform personal search of traveler, as required			15.00	
Make final admission decision			1.66	
Issue entry receipt (if applicable)			0.83	
Enter entry information into EES			0.83	
Adverse action			0.34	
Process for Expedited Removal			0.34	
Process for Withdrawal of Application			0.34	
Process for Deferred Inspection			0.34	
Process for Refusal			0.34	
Asylum (Credible Fear) Referrals			0.34	
Process for Criminal Prosecution			0.34	
Complete Deferred Inspection (if applicable, at District Office)			0.34	
Entry-Land				
Perform Primary Inspection (vehicle, Visitor)		40		
Retrieve passenger's record	0%	0		
Scan travel document for automated record retrieval	0%	0		
Review passenger record	8%	3		
Review automated presentation of biographic data	8%	3		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	40%	16		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	3		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	3		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	15%	6		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Verify identity	25%	10		
Manually review biographic information in passport and other travel documents	8%	3		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	3		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	5%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	2%	1		
Determine if evidence exists to justify inadmissibility	20%	8		
Interview traveler to ensure purpose of visit coincides with requested visa classification	10%	4		
Interview traveler to exclude existence of conditions of inadmissibility	10%	4		
Make final admission decision	2%	1		
Collect I-94 (if applicable)		-	0.00	
Create/modify passenger record in EES		-	0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.		-	0.00	
Entry-Land				
Pre-screen travelers (vehicle, DCL)				
Perform requisite risk analysis, records retrieval, other available data, etc.				No Automation Impact
Determine if evidence exists to suggest inadmissibility (e.g. known security threat, prior unlawful presence, etc.)				
Identify potentially high-risk individuals				
Create/modify passenger record in EES (local lookout?)				
Perform Primary Inspection (vehicle, Citizen)		25		
Retrieve passenger's record	5%	1		
Scan travel document for automated record retrieval	5%	1		
Review passenger record	14%	3		
Review PAU analysis results	5%	1		
Review automated presentation of biographic data	5%	1		
Review automated presentation of biometric data	5%	1		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document, as required	42%	10		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	9%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	9%	2		
Visually compare photo stored in INS-DOS Database to photo in travel document and traveler requesting entry (if applicable)	5%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	26%	6		
Manually review biographic information in passport and other travel documents	7%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	9%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine if evidence exists to justify inadmissibility	9%	2		
Interview traveler to ensure purpose of visit coincides with requested visa classification	5%	1		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Interview traveler to exclude existence of conditions of inadmissibility	5%	1		
Make final admission decision	5%	1		
Create/modify passenger record in EES	0%		0.00	
Alert Secondary Inspectors for reason for referral (IBIS hit, Inspector Discretion, NSEERS Registration, Major Document Deficiencies)	5%		0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Visitor)		7		
Retrieve passenger's record	3%	0		
Scan travel document for automated record retrieval	3%	0		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	2		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	1		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	1		
Visually compare photo stored in INS-DOS Datasheet to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	2		
Manually review biographic information in passport and other travel documents	8%	1		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	0		
Notify appropriate law enforcement personnel if "lookout" exists	3%	0		
Continue with inspection if not U.S. citizen	3%	0		
Determine if evidence exists to justify inadmissibility	25%	2		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	1		
Interview traveler to exclude existence of conditions of inadmissibility	13%	1		
Make final admission decision	6%	0		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Citizen)		5		
Retrieve passenger's record	3%	0		
Scan travel document for automated record retrieval	3%	0		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	2		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	0		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	0		
Visually compare photo stored in INS-DOS Database to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	1		
Manually review biographic information in passport and other travel documents	8%	0		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	0		
Notify appropriate law enforcement personnel if "lookout" exists	3%	0		
Continue with inspection if not U.S. citizen	3%	0		
Determine if evidence exists to justify inadmissibility	25%	1		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	1		
Interview traveler to exclude existence of conditions of inadmissibility	13%	1		
Make final admission decision	6%	0		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Mission-Essential Task List (METL) - Secondary	% Time by Step	Baseline Cycle Time (in Minutes)	Offeror Cycle Time (in Minutes)	Revised Cycle Time-(% change)
Perform Secondary - Administrative Processing (e.g., immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)		34.2		
Access EES to review reason for referral to administrative secondary	3%	1.0		
Capture relevant biometric data from traveler, as required	18%	6.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	15%	5.0		
Capture Biometric Identifier 2 (Active/Photograph)	3%	1.0		
Authenticate travel document, as required	15%	5.0		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	3%	1.0		
Review results of automated presentation of relevant visa fraud data as presented by PAU	0%	0.0		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review application materials for sufficiency and to identify inconsistencies	24%	8.2		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	1.9		
Query EES to review application materials for sufficiency and to identify inconsistencies	14%	4.9		
Interview traveler as required	4%	1.4		
Interview traveler to determine intent	10%	3.5		
Complete appropriate administrative forms, as required	10%	3.5		
Make final admission decision	6%	2.0		
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.95	
Notify traveler of District Office requirements, as required			0.90	
Alert appropriate personnel of referral			0.00	
Entry-Land				
Perform Secondary - Enforcement (e.g., suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)		34.3		
Access EES to review reason for referral to enforcement secondary	0%	0.1		
Capture relevant biometric data from traveler, as required	6%	2.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	6%	2.0		
Capture Biometric Identifier 2 (Active/Photograph)	0%	0.0		
Capture Biometric Identifier 3 (Active)	0%	0.0		
Capture Biometric Identifier 4 (Active)	0%	0.0		
Authenticate travel document, as required	29%	9.9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	14%	4.8		
Review results of automated presentation of relevant visa fraud data as presented by PAU	3%	1.1		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review available information on traveler to identify inconsistencies	12%	4.0		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	2.0		
Query EES to review application materials for sufficiency and to identify inconsistencies	0%	0.0		
Interview traveler, as required	6%	2.0		
Interview traveler to determine intent	15%	5.0		
Perform personal search of traveler, as required	12%	4.0		
Make final admission decision	3%	1.0		
Issue entry receipt (if applicable)			0.95	
Enter entry information into EES			0.95	
Adverse action			3.34	
Process for Expedited Removal			1.24	
Process for Withdrawal of Application			0.30	
Process for Deferred Inspection			0.02	
Process for Refusal			1.60	
Asylum (Credible Fear) Referrals			0.05	
Process for Criminal Prosecution			0.13	
Complete Deferred Inspection (if applicable, at District Office)			N/A	
Entry-Sea				
<i>Pre-screen travelers</i>				
Perform Primary Inspection			N/A	
Retrieve passenger's record			0.42	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.07	
Review pre-screen analysis results			0.01	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.13	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.13	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.02	
Notify appropriate law enforcement personnel if "lookout" exists			0.01	
Continue with inspection if not U.S. citizen			0.01	
Determine if evidence exists to justify inadmissibility			0.04	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.02	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Interview traveler to exclude existence of conditions of inadmissibility			0.02	
Make final admission decision			0.09	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.01	
Entry-Sea				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			160.80	
Access EES to review reason for referral to administrative secondary			1.00	
Capture relevant biometric data from traveler, as required			12.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Authenticate travel document, as required			2.00	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			5.30	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.80	
Interview traveler to determine intent			67.00	
Complete appropriate administrative forms, as required			68.00	
Make final admission decision			3.00	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			1.00	
Notify traveler of District Office requirements, as required			1.00	
Alert appropriate personnel of referral to enforcement secondary processing.			1.00	
Entry-Sea				
<i>Perform Enforcement (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			168.78	
Access EES to review reason for referral to enforcement secondary			1.00	
Capture relevant biometric data from traveler, as required			18.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Capture Biometric Identifier 4 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datasheet to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review available information on traveler to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler, as required			2.00	
Interview traveler to determine intent			67.90	
Perform personal search of traveler, as required			68.88	
Make final admission decision			3.00	
Issue entry receipt (if applicable)			1.00	
Enter entry information into EES			2.00	
Adverse action			2.00	
Process for Expedited Removal			2.00	
Process for Withdrawal of Application			2.00	
Process for Deferred Inspection			2.00	
Process for Refusal			2.00	
Asylum (Credible Fear) Referrals			2.00	
Process for '240' Proceeding			2.00	
Process for Criminal Prosecution			2.00	
Complete Deferred Inspection (if applicable, at District Office)			2.00	
Exit-Air				
Perform Departure Check			0.38	
Retrieve passenger's record, as required			0.01	
Scan travel document for automated record retrieval			0.01	
Review passenger record, as required			0.09	
Review pre-screen analysis results			0.03	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant data from traveler			0.12	
Capture Biometric Identifier 1 (Active Capture)			0.06	
Capture Biometric Identifier 2 (Active Capture)			0.06	
Authenticate travel document			0.02	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.00	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Verify identity			0.02	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler, as required			0.01	
Determine if evidence exists to justify detention, as required			0.02	
Determine traveler's stay history (is this relevant?)			0.01	
Locate and review watchlist query results automatically presented by EES, as required			0.01	
Make departure decision			0.10	
Collect I-94 (if applicable)			0.00	
Enter departure data via APIS manifest data			0.01	
Enter departure information into EES via departure check process, as required			0.08	
Refer for secondary check			0.01	
Exit-Air				
Perform Secondary Check (if applicable)			40.80	
Capture relevant biometric data from traveler, as required			15.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting departure (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.50	
Interview traveler to clarify stay history			10.00	
Determine if personal search of traveler is required			10.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
If necessary, perform search to locate contraband or other targeted materials			10.00	
Review available information on traveler			2.50	
Review additional supporting documentation (non-travel)			2.00	
Query/re-query EES			0.50	
Make final departure decision			0.30	
Allow traveler to depart			0.10	
Process for '241' Proceeding			0.10	
Process for Criminal Prosecution			0.10	

Port Overview

High volume with high percentage NIV and bridge – Southern POE

Bridge of the Americas, El Paso, TX

Top 50 POE number: 11

Total travelers: 9,355,658 per year

NIV: 74%

Visitor vehicle processing time: 42 sec

Bridge of the Americas, El Paso, TX				
Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Entry-Air				
Pre-screen travelers			<i>N/A</i>	
Perform Primary Inspection			<i>0.50</i>	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.11	
Review pre-screen analysis results			0.05	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.03	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.03	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.06	
Notify appropriate law enforcement personnel if "lookout" exists			0.03	
Continue with inspection if not U.S. citizen			0.03	
Determine if evidence exists to justify inadmissibility			0.16	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.08	
Interview traveler to exclude existence of conditions of inadmissibility			0.08	
Make final admission decision			0.08	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Air				

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			38.58	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			3.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Database to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.00	
Interview traveler to determine intent			9.00	
Complete appropriate administrative forms, as required			15.00	
Make final admission decision			1.83	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.83	
Seek Supervisor concurrence on denials/waivers				
Notify traveler of District Office requirements, as required			0.83	
Alert appropriate personnel of referral to enforcement secondary processing			0.17	
Entry-Air				
<i>Perform Enforcement Processing (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			49.78	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			4.20	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Capture Biometric Identifier 3 (Active)			0.60	
Capture Biometric Identifier 4 (Active)			0.60	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			7.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			4.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			3.00	
Interview traveler to determine intent			16.33	
Perform personal search of traveler, as required			15.00	
Make final admission decision			1.66	
Issue entry receipt (if applicable)			0.83	
Enter entry information into EES			0.83	
Adverse action			0.34	
Process for Expedited Removal			0.34	
Process for Withdrawal of Application			0.34	
Process for Deferred Inspection			0.34	
Process for Refusal			0.34	
Asylum (Credible Fear) Referrals			0.34	
Process for Criminal Prosecution			0.34	
Complete Deferred Inspection (if applicable, at District Office)			0.34	
Entry-Land				
Perform Primary Inspection (vehicle, Visitor)		42		
Retrieve passenger's record	0%	0		
Scan travel document for automated record retrieval	0%	0		
Review passenger record	8%	3		
Review automated presentation of biographic data	8%	3		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	40%	17		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	3		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	3		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	15%	6		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Verify identity	25%	10		
Manually review biographic information in passport and other travel documents	8%	3		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	3		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	5%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	2%	1		
Determine if evidence exists to justify inadmissibility	20%	8		
Interview traveler to ensure purpose of visit coincides with requested visa classification	10%	4		
Interview traveler to exclude existence of conditions of inadmissibility	10%	4		
Make final admission decision	2%	1		
Collect I-94 (if applicable)		-	0.00	
Create/modify passenger record in EES		-	0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.		-	0.00	
Entry-Land				
Pre-screen travelers (vehicle, DCL)				
Perform requisite risk analysis, records retrieval, other available data, etc.				
Determine if evidence exists to suggest inadmissibility (e.g. known security threat, prior unlawful presence, etc.)				
Identify potentially high-risk individuals				
Create/modify passenger record in EES (local lookout?)				
Perform Primary Inspection (vehicle, Citizen)		32		
Retrieve passenger's record	5%	1		
Scan travel document for automated record retrieval	5%	1		
Review passenger record	14%	4		
Review PAU analysis results	5%	1		
Review automated presentation of biographic data	5%	1		
Review automated presentation of biometric data	5%	1		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document, as required	42%	13		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	9%	3		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	9%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	9%	3		
Visually compare photo stored in INS-DOS Datasheet to photo in travel document and traveler requesting entry (if applicable)	5%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	26%	8		
Manually review biographic information in passport and other travel documents	7%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	9%	3		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Determine if evidence exists to justify inadmissibility	9%	3		
Interview traveler to ensure purpose of visit coincides with requested visa classification	5%	1		
Interview traveler to exclude existence of conditions of inadmissibility	5%	1		
Make final admission decision	5%	1		
Create/modify passenger record in EES	0%		0.00	
Alert Secondary Inspectors for reason for referral (IBIS hit, Inspector Discretion, NSEERS Registration, Major Document Deficiencies)	5%		0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Visitor)		21		
Retrieve passenger's record	3%	1		
Scan travel document for automated record retrieval	3%	1		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	7		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Dashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	5		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	1		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	3%	1		
Determine if evidence exists to justify inadmissibility	25%	5		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	3		
Interview traveler to exclude existence of conditions of inadmissibility	13%	3		
Make final admission decision	6%	1		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Citizen)		15		
Retrieve passenger's record	3%	0		
Scan travel document for automated record retrieval	3%	0		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	5		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	1		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	1		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	4		
Manually review biographic information in passport and other travel documents	8%	1		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	1		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	1		
Notify appropriate law enforcement personnel if "lookout" exists	3%	0		
Continue with inspection if not U.S. citizen	3%	0		
Determine if evidence exists to justify inadmissibility	25%	4		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	2		
Interview traveler to exclude existence of conditions of inadmissibility	13%	2		
Make final admission decision	6%	1		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Mission-Essential Task List (METL) - Secondary	% Time by Step	Baseline Cycle Time (in Minutes)	Offeror Cycle Time (in Minutes)	Revised Cycle Time-(% change)
Perform Secondary - Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)		34.2		
Access EES to review reason for referral to administrative secondary	3%	1.0		
Capture relevant biometric data from traveler, as required	18%	6.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	15%	5.0		
Capture Biometric Identifier 2 (Active/Photograph)	3%	1.0		
Authenticate travel document, as required	15%	5.0		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	3%	1.0		
Review results of automated presentation of relevant visa fraud data as presented by PAU	0%	0.0		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review application materials for sufficiency and to identify inconsistencies	24%	8.2		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	1.9		
Query EES to review application materials for sufficiency and to identify inconsistencies	14%	4.9		
Interview traveler as required	4%	1.4		
Interview traveler to determine intent	10%	3.5		
Complete appropriate administrative forms, as required	10%	3.5		
Make final admission decision	6%	2.0		
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.95	
Notify traveler of District Office requirements, as required			0.90	
Alert appropriate personnel of referral			0.00	
Entry-Land				
Perform Secondary - Enforcement (e.g., suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)		34.3		
Access EES to review reason for referral to enforcement secondary	0%	0.1		
Capture relevant biometric data from traveler, as required	6%	2.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	6%	2.0		
Capture Biometric Identifier 2 (Active/Photograph)	0%	0.0		
Capture Biometric Identifier 3 (Active)	0%	0.0		
Capture Biometric Identifier 4 (Active)	0%	0.0		
Authenticate travel document, as required	29%	9.9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	14%	4.8		
Review results of automated presentation of relevant visa fraud data as presented by PAU	3%	1.1		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review available information on traveler to identify inconsistencies	12%	4.0		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	2.0		
Query EES to review application materials for sufficiency and to identify inconsistencies	0%	0.0		
Interview traveler, as required	6%	2.0		
Interview traveler to determine intent	15%	5.0		
Perform personal search of traveler, as required	12%	4.0		
Make final admission decision	3%	1.0		
Issue entry receipt (if applicable)			0.95	
Enter entry information into EES			0.95	
Adverse action			3.34	
Process for Expedited Removal			1.24	
Process for Withdrawal of Application			0.30	
Process for Deferred Inspection			0.02	
Process for Refusal			1.60	
Asylum (Credible Fear) Referrals			0.05	
Process for Criminal Prosecution			0.13	
Complete Deferred Inspection (if applicable, at District Office)			N/A	
Entry-Sea				
<i>Pre-screen travelers</i>			N/A	
<i>Perform Primary Inspection</i>			0.42	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.07	
Review pre-screen analysis results			0.01	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.13	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.13	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.02	
Notify appropriate law enforcement personnel if "lookout" exists			0.01	
Continue with inspection if not U.S. citizen			0.01	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Determine if evidence exists to justify inadmissibility			0.04	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.02	
Interview traveler to exclude existence of conditions of inadmissibility			0.02	
Make final admission decision			0.09	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.01	
Entry-Sea				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			160.80	
Access EES to review reason for referral to administrative secondary			1.00	
Capture relevant biometric data from traveler, as required			12.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Authenticate travel document, as required			2.00	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			5.30	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.80	
Interview traveler to determine intent			67.00	
Complete appropriate administrative forms, as required			68.00	
Make final admission decision			3.00	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			1.00	
Notify traveler of District Office requirements, as required			1.00	
Alert appropriate personnel of referral to enforcement secondary processing.			1.00	
Entry-Sea				
<i>Perform Enforcement (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			168.78	
Access EES to review reason for referral to enforcement secondary			1.00	
Capture relevant biometric data from traveler, as required			18.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Capture Biometric Identifier 4 (Active)			3.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review available information on traveler to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler, as required			2.00	
Interview traveler to determine intent			67.90	
Perform personal search of traveler, as required			68.88	
Make final admission decision			3.00	
Issue entry receipt (if applicable)			1.00	
Enter entry information into EES			2.00	
Adverse action			2.00	
Process for Expedited Removal			2.00	
Process for Withdrawal of Application			2.00	
Process for Deferred Inspection			2.00	
Process for Refusal			2.00	
Asylum (Credible Fear) Referrals			2.00	
Process for '240' Proceeding			2.00	
Process for Criminal Prosecution			2.00	
Complete Deferred Inspection (if applicable, at District Office)			2.00	
Exit-Air				
Perform Departure Check			0.38	
Retrieve passenger's record, as required			0.01	
Scan travel document for automated record retrieval			0.01	
Review passenger record, as required			0.09	
Review pre-screen analysis results			0.03	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant data from traveler			0.12	
Capture Biometric Identifier 1 (Active Capture)			0.06	
Capture Biometric Identifier 2 (Active Capture)			0.06	
Authenticate travel document			0.02	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.00	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Verify identity			0.02	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler, as required			0.01	
Determine if evidence exists to justify detention, as required			0.02	
Determine traveler's stay history (is this relevant?)			0.01	
Locate and review watchlist query results automatically presented by EES, as required			0.01	
Make departure decision			0.10	
Collect I-94 (if applicable)			0.00	
Enter departure data via APIS manifest data			0.01	
Enter departure information into EES via departure check process, as required			0.08	
Refer for secondary check			0.01	
Exit-Air				
Perform Secondary Check (if applicable)			40.80	
Capture relevant biometric data from traveler, as required			15.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting departure (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.50	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
<u>Interview traveler to clarify stay history</u>			10.00	
<u>Determine if personal search of traveler is required</u>			10.00	
If necessary, perform search to locate contraband or other targeted materials			10.00	
<u>Review available information on traveler</u>			2.50	
Review additional supporting documentation (non-travel)			2.00	
Query/re-query EES			0.50	
<u>Make final departure decision</u>			0.30	
Allow traveler to depart			0.10	
Process for '241' Proceeding			0.10	
Process for Criminal Prosecution			0.10	

Port Overview

Average volume with average percentage NIV and bridge – Southern POE

Ysleta-Zaragoza Bridge, El Paso, TX

Top 50 POE number: 12

Total travelers: 8,476,613 per year (avg. around 8,000,000 for high-volume POEs)

NIV: 43% (avg. around 40%)

Visitor vehicle processing time: 35 sec

Ysleta-Zaragoza Bridge, El Paso, TX				
Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Entry-Air				
<i>Pre-screen travelers</i>			<i>NA</i>	
Perform Primary Inspection			0.50	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.11	
Review pre-screen analysis results			0.05	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.03	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.03	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.06	
Notify appropriate law enforcement personnel if "lookout" exists			0.03	
Continue with inspection if not U.S. citizen			0.03	
Determine if evidence exists to justify inadmissibility			0.16	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.08	
Interview traveler to exclude existence of conditions of inadmissibility			0.08	
Make final admission decision			0.08	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Air				

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)			38.58	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			3.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Dashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.00	
Interview traveler to determine intent			9.00	
Complete appropriate administrative forms, as required			15.00	
Make final admission decision			1.83	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.83	
Seek Supervisor concurrence on denials/waivers				
Notify traveler of District Office requirements, as required			0.83	
Alert appropriate personnel of referral to enforcement secondary processing			0.17	
Entry-Air				
Perform Enforcement Processing (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)			49.78	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			4.20	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Capture Biometric Identifier 3 (Active)			0.60	
Capture Biometric Identifier 4 (Active)			0.60	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			7.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			4.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			3.00	
Interview traveler to determine intent			16.33	
Perform personal search of traveler, as required			15.00	
Make final admission decision			1.66	
Issue entry receipt (if applicable)			0.83	
Enter entry information into EES			0.83	
Adverse action			0.34	
Process for Expedited Removal			0.34	
Process for Withdrawal of Application			0.34	
Process for Deferred Inspection			0.34	
Process for Refusal			0.34	
Asylum (Credible Fear) Referrals			0.34	
Process for Criminal Prosecution			0.34	
Complete Deferred Inspection (if applicable, at District Office)			0.34	
Entry-Land				
Perform Primary Inspection (vehicle, Visitor)		35		
Retrieve passenger's record	0%	0		
Scan travel document for automated record retrieval	0%	0		
Review passenger record	8%	3		
Review automated presentation of biographic data	8%	3		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	40%	14		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	3		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	3		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	15%	5		

Ysleta-Zaragoza Bridge, TX

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Verify identity	25%	9		
Manually review biographic information in passport and other travel documents	8%	3		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	3		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	5%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	2%	1		
Determine if evidence exists to justify inadmissibility	20%	7		
Interview traveler to ensure purpose of visit coincides with requested visa classification	10%	3		
Interview traveler to exclude existence of conditions of inadmissibility	10%	3		
Make final admission decision	2%	1		
Collect I-94 (if applicable)			-	0.00
Create/modify passenger record in EES			-	0.00
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			-	0.00
Entry-Land				
Pre-screen travelers (vehicle, DCL)				
Perform requisite risk analysis, records retrieval, other available data, etc.				
Determine if evidence exists to suggest inadmissibility (e.g. known security threat, prior unlawful presence, etc.)				
Identify potentially high-risk individuals				
Create/modify passenger record in EES (local lookout?)				
Perform Primary Inspection (vehicle, Citizen)		24		
Retrieve passenger's record	5%	1		
Scan travel document for automated record retrieval	5%	1		
Review passenger record	14%	3		
Review PAU analysis results	5%	1		
Review automated presentation of biographic data	5%	1		
Review automated presentation of biometric data	5%	1		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document, as required	42%	10		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	9%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	9%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	5%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	26%	6		
Manually review biographic information in passport and other travel documents	7%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	9%	2		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine if evidence exists to justify inadmissibility	9%	2		
Interview traveler to ensure purpose of visit coincides with requested visa classification	5%	1		
Interview traveler to exclude existence of conditions of inadmissibility	5%	1		
Make final admission decision	5%	1		
Create/modify passenger record in EES	0%		0.00	
Alert Secondary Inspectors for reason for referral (IBIS hit, Inspector Discretion, NSEERS Registration, Major Document Deficiencies)	5%		0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Visitor)		30		
Retrieve passenger's record	3%	1		
Scan travel document for automated record retrieval	3%	1		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	10		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	7		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	3%	1		
Determine if evidence exists to justify inadmissibility	25%	8		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	4		
Interview traveler to exclude existence of conditions of inadmissibility	13%	4		
Make final admission decision	6%	2		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Ysleta-Zaragoza Bridge, TX

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Perform Primary Inspection (Pedestrian - Citizen)		20		
Retrieve passenger's record	3%	1		
Scan travel document for automated record retrieval	3%	1		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	7		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	5		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	1		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	3%	1		
Determine if evidence exists to justify inadmissibility	25%	5		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	3		
Interview traveler to exclude existence of conditions of inadmissibility	13%	3		
Make final admission decision	6%	1		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Mission Essential Task List (METL) - Secondary	% time by step	Baseline Cycle Time (in Minutes)	Offeror Cycle Time (in Minutes)	Revised Cycle Time- (% change)
Perform Secondary - Administrative Processing (e.g., immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)		34.2		
Access EES to review reason for referral to administrative secondary	3%	1.0		
Capture relevant biometric data from traveler, as required	18%	6.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	15%	5.0		
Capture Biometric Identifier 2 (Active/Photograph)	3%	1.0		
Authenticate travel document, as required	15%	5.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	3%	1.0		
Review results of automated presentation of relevant visa fraud data as presented by PAU	0%	0.0		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review application materials for sufficiency and to identify inconsistencies	24%	8.2		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	1.9		
Query EES to review application materials for sufficiency and to identify inconsistencies	14%	4.9		
Interview traveler as required	4%	1.4		
Interview traveler to determine intent	10%	3.5		
Complete appropriate administrative forms, as required	10%	3.5		
Make final admission decision	6%	2.0		
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.95	
Notify traveler of District Office requirements, as required			0.90	
Alert appropriate personnel of referral			0.00	
Entry-Land				
Perform Secondary - Enforcement (e.g., suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)		34.3		
Access EES to review reason for referral to enforcement secondary	0%	0.1		
Capture relevant biometric data from traveler, as required	6%	2.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	6%	2.0		
Capture Biometric Identifier 2 (Active/Photograph)	0%	0.0		
Capture Biometric Identifier 3 (Active)	0%	0.0		
Capture Biometric Identifier 4 (Active)	0%	0.0		
Authenticate travel document, as required	29%	9.9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	14%	4.8		
Review results of automated presentation of relevant visa fraud data as presented by PAU	3%	1.1		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review available information on traveler to identify inconsistencies	12%	4.0		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	2.0		
Query EES to review application materials for sufficiency and to identify inconsistencies	0%	0.0		
Interview traveler, as required	6%	2.0		
Interview traveler to determine intent	15%	5.0		
Perform personal search of traveler, as required	12%	4.0		
Make final admission decision	3%	1.0		
Issue entry receipt (if applicable)			0.95	
Enter entry information into EES			0.95	
Adverse action			3.34	
Process for Expedited Removal			1.24	
Process for Withdrawal of Application			0.30	
Process for Deferred Inspection			0.02	
Process for Refusal			1.60	
Asylum (Credible Fear) Referrals			0.05	
Process for Criminal Prosecution			0.13	
Complete Deferred Inspection (if applicable, at District Office)			N/A	
Entry-Sea				
Pre-screen travelers			N/A	
Perform Primary Inspection			0.42	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.07	
Review pre-screen analysis results			0.01	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.13	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.13	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	

Ysleta-Zaragoza Bridge, TX

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time (% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.02	
Notify appropriate law enforcement personnel if "lookout" exists			0.01	
Continue with inspection if not U.S. citizen			0.01	
Determine if evidence exists to justify inadmissibility			0.04	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.02	
Interview traveler to exclude existence of conditions of inadmissibility			0.02	
Make final admission decision			0.09	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.01	
Entry-Sea				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			160.80	
Access EES to review reason for referral to administrative secondary			1.00	
Capture relevant biometric data from traveler, as required			12.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Authenticate travel document, as required			2.00	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			5.30	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.80	
Interview traveler to determine intent			67.00	
Complete appropriate administrative forms, as required			68.00	
Make final admission decision			3.00	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			1.00	
Notify traveler of District Office requirements, as required			1.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Alert appropriate personnel of referral to enforcement secondary processing.			1.00	
Entry-Sea				
<i>Perform Enforcement (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			168.78	
Access EES to review reason for referral to enforcement secondary			1.00	
Capture relevant biometric data from traveler, as required			18.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Capture Biometric Identifier 4 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review available information on traveler to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler, as required			2.00	
Interview traveler to determine intent			67.90	
Perform personal search of traveler, as required			68.88	
Make final admission decision			3.00	
Issue entry receipt (if applicable)			1.00	
Enter entry information into EES			2.00	
Adverse action			2.00	
Process for Expedited Removal			2.00	
Process for Withdrawal of Application			2.00	
Process for Deferred Inspection			2.00	
Process for Refusal			2.00	
Asylum (Credible Fear) Referrals			2.00	
Process for '240' Proceeding			2.00	
Process for Criminal Prosecution			2.00	
Complete Deferred Inspection (if applicable, at District Office)			2.00	
Exit-Air				
Perform Departure Check			0.38	
Retrieve passenger's record, as required			0.01	
Scan travel document for automated record retrieval			0.01	
Review passenger record, as required			0.09	
Review pre-screen analysis results			0.03	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant data from traveler			0.12	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Capture Biometric Identifier 1 (Active Capture)			0.06	
Capture Biometric Identifier 2 (Active Capture)			0.06	
Authenticate travel document			0.02	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.00	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Verify identity			0.02	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler, as required			0.01	
Determine if evidence exists to justify detention, as required			0.02	
Determine traveler's stay history (is this relevant?)			0.01	
Locate and review watchlist query results automatically presented by EES, as required			0.01	
Make departure decision			0.10	
Collect I-94 (if applicable)			0.00	
Enter departure data via APIS manifest data			0.01	
Enter departure information into EES via departure check process, as required			0.08	
Refer for secondary check			0.01	
Exit-Air				
Perform Secondary Check (if applicable)			40.80	
Capture relevant biometric data from traveler, as required			15.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting departure (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.50	
Interview traveler to clarify stay history			10.00	
Determine if personal search of traveler is required			10.00	
If necessary, perform search to locate contraband or other targeted materials			10.00	
Review available information on traveler			2.50	
Review additional supporting documentation (non-travel)			2.00	
Query/re-query EES			0.50	
Make final departure decision			0.30	
Allow traveler to depart			0.10	
Process for '241' Proceeding			0.10	
Process for Criminal Prosecution			0.10	

Port Overview

High volume with longest visitor vehicle processing time

Peace Arch, WA

Top 50 POE number: 32

Total travelers: 3,142,762 per year

NIV: approx. 5%

Visitor vehicle processing time: 45 sec

Peace Arch, WA				
Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Entry-Air				
<i>Pre-screen travelers</i>			<i>NA</i>	
Perform Primary Inspection			0.50	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.11	
Review pre-screen analysis results			0.05	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.03	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.03	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.06	
Notify appropriate law enforcement personnel if "lookout" exists			0.03	
Continue with inspection if not U.S. citizen			0.03	
Determine if evidence exists to justify inadmissibility			0.16	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.08	
Interview traveler to exclude existence of conditions of inadmissibility			0.08	
Make final admission decision			0.08	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Air				

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			38.58	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			3.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Database to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.00	
Interview traveler to determine intent			9.00	
Complete appropriate administrative forms, as required			15.00	
Make final admission decision			1.83	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.83	
Seek Supervisor concurrence on denials/waivers				
Notify traveler of District Office requirements, as required			0.83	
Alert appropriate personnel of referral to enforcement secondary processing			0.17	
Entry-Air				
<i>Perform Enforcement Processing (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			49.78	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			4.20	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Capture Biometric Identifier 3 (Active)			0.60	
Capture Biometric Identifier 4 (Active)			0.60	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			7.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			4.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			3.00	
Interview traveler to determine intent			16.33	
Perform personal search of traveler, as required			15.00	
Make final admission decision			1.66	
Issue entry receipt (if applicable)			0.83	
Enter entry information into EES			0.83	
Adverse action			0.34	
Process for Expedited Removal			0.34	
Process for Withdrawal of Application			0.34	
Process for Deferred Inspection			0.34	
Process for Refusal			0.34	
Asylum (Credible Fear) Referrals			0.34	
Process for Criminal Prosecution			0.34	
Complete Deferred Inspection (if applicable, at District Office)			0.34	
Entry-Land				
Perform Primary Inspection (vehicle, Visitor)		45		
Retrieve passenger's record	0%	0		
Scan travel document for automated record retrieval	0%	0		
Review passenger record	8%	4		
Review automated presentation of biographic data	8%	4		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	40%	18		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	4		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	4		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	4		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	15%	7		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Verify identity	25%	11		
Manually review biographic information in passport and other travel documents	8%	4		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	4		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	4		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	5%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	2%	1		
Determine if evidence exists to justify inadmissibility	20%	9		
Interview traveler to ensure purpose of visit coincides with requested visa classification	10%	4		
Interview traveler to exclude existence of conditions of inadmissibility	10%	4		
Make final admission decision	2%	1		
Collect I-94 (if applicable)		-	0.00	
Create/modify passenger record in EES		-	0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.		-	0.00	
Entry-Land				
Pre-screen travelers (vehicle, DCL)				
Perform requisite risk analysis, records retrieval, other available data, etc.				No Automation Impact
Determine if evidence exists to suggest inadmissibility (e.g. known security threat, prior unlawful presence, etc.)				
Identify potentially high-risk individuals				
Create/modify passenger record in EES (local lookout?)				
Perform Primary Inspection (vehicle, Citizen)		27		
Retrieve passenger's record	5%	1		
Scan travel document for automated record retrieval	5%	1		
Review passenger record	14%	4		
Review PAU analysis results	5%	1		
Review automated presentation of biographic data	5%	1		
Review automated presentation of biometric data	5%	1		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document, as required	42%	11		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	9%	3		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	9%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	9%	3		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	5%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	26%	7		
Manually review biographic information in passport and other travel documents	7%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	9%	3		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Determine if evidence exists to justify inadmissibility	9%	3		
Interview traveler to ensure purpose of visit coincides with requested visa classification	5%	1		
Interview traveler to exclude existence of conditions of inadmissibility	5%	1		
Make final admission decision	5%	1		
Create/modify passenger record in EES	0%		0.00	
Alert Secondary Inspectors for reason for referral (IBIS hit, Inspector Discretion, NSEERS Registration, Major Document Deficiencies)	5%		0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Visitor)				
Retrieve passenger's record	3%			
Scan travel document for automated record retrieval	3%			
Review passenger record	0%			
Review automated presentation of biographic data	0%			
Review automated presentation of biometric data	0%			
Capture relevant biometric data from traveler as required	0%			
Capture Biometric Identifier 1 (Passive Capture)	0%			
Capture Biometric Identifier 2 (Active Capture)	0%			
Authenticate travel document	35%			
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%			
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%			
Visually analyze travel document for all required seals, watermarks, etc.	8%			
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%			
Visually review biographic information in passport and other traveler documents	8%			
Visually compare photo stored in INS-DOS Database to photo in travel document and traveler requesting entry (if applicable)	0%			
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%			
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%			
Verify identity	24%			
Manually review biographic information in passport and other travel documents	8%			
Review biographic information contained in and automatically presented by EES	0%			
Visually compare passport/visa photo to traveler requesting entry	8%			
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%			
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%			
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%			
Notify appropriate law enforcement personnel if "lookout" exists	3%			
Continue with inspection if not U.S. citizen	3%			
Determine if evidence exists to justify inadmissibility	25%			
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%			
Interview traveler to exclude existence of conditions of inadmissibility	13%			
Make final admission decision	6%			
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Citizen)				
Retrieve passenger's record	3%			
Scan travel document for automated record retrieval	3%			
Review passenger record	0%			
Review automated presentation of biographic data	0%			
Review automated presentation of biometric data	0%			
Capture relevant biometric data from traveler as required	0%			

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Capture Biometric Identifier 1 (Passive Capture)	0%			
Capture Biometric Identifier 2 (Active Capture)	0%			
Authenticate travel document	35%			
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%			
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%			
Visually analyze travel document for all required seals, watermarks, etc.	8%			
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%			
Visually review biographic information in passport and other traveler documents	8%			
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%			
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%			
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%			
Verify identity	24%			
Manually review biographic information in passport and other travel documents	8%			
Review biographic information contained in and automatically presented by EES	0%			
Visually compare passport/visa photo to traveler requesting entry	8%			
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%			
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%			
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%			
Notify appropriate law enforcement personnel if "lookout" exists	3%			
Continue with inspection if not U.S. citizen	3%			
Determine if evidence exists to justify inadmissibility	25%			
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%			
Interview traveler to exclude existence of conditions of inadmissibility	13%			
Make final admission decision	6%			
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Mission-Essential Task List (METL) - Secondary	% Time by Step	Baseline Cycle Time (in Minutes)	Offeror Cycle Time (in Minutes)	Revised Cycle Time-(% change)
Perform Secondary - Administrative Processing (e.g., immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)		34.2		
Access EES to review reason for referral to administrative secondary	3%	1.0		
Capture relevant biometric data from traveler, as required	18%	6.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	15%	5.0		
Capture Biometric Identifier 2 (Active/Photograph)	3%	1.0		
Authenticate travel document, as required	15%	5.0		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	3%	1.0		
Review results of automated presentation of relevant visa fraud data as presented by PAU	0%	0.0		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review application materials for sufficiency and to identify inconsistencies	24%	8.2		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	1.9		
Query EES to review application materials for sufficiency and to identify inconsistencies	14%	4.9		
Interview traveler as required	4%	1.4		
Interview traveler to determine intent	10%	3.5		
Complete appropriate administrative forms, as required	10%	3.5		
Make final admission decision	6%	2.0		
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.95	
Notify traveler of District Office requirements, as required			0.90	
Alert appropriate personnel of referral			0.00	
Entry-Land				
Perform Secondary - Enforcement (e.g., suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)		34.3		
Access EES to review reason for referral to enforcement secondary	0%	0.1		
Capture relevant biometric data from traveler, as required	6%	2.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	6%	2.0		
Capture Biometric Identifier 2 (Active/Photograph)	0%	0.0		
Capture Biometric Identifier 3 (Active)	0%	0.0		
Capture Biometric Identifier 4 (Active)	0%	0.0		
Authenticate travel document, as required	29%	9.9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	14%	4.8		
Review results of automated presentation of relevant visa fraud data as presented by PAU	3%	1.1		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review available information on traveler to identify inconsistencies	12%	4.0		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	2.0		
Query EES to review application materials for sufficiency and to identify inconsistencies	0%	0.0		
Interview traveler, as required	6%	2.0		
Interview traveler to determine intent	15%	5.0		
Perform personal search of traveler, as required	12%	4.0		
Make final admission decision	3%	1.0		
Issue entry receipt (if applicable)			0.95	
Enter entry information into EES			0.95	
Adverse action			3.34	
Process for Expedited Removal			1.24	
Process for Withdrawal of Application			0.30	
Process for Deferred Inspection			0.02	
Process for Refusal			1.60	
Asylum (Credible Fear) Referrals			0.05	
Process for Criminal Prosecution			0.13	
Complete Deferred Inspection (if applicable, at District Office)			N/A	
Entry-Sea				
<i>Pre-screen travelers</i>			N/A	
<i>Perform Primary Inspection</i>			0.42	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.07	
Review pre-screen analysis results			0.01	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.13	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.13	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.02	
Notify appropriate law enforcement personnel if "lookout" exists			0.01	
Continue with inspection if not U.S. citizen			0.01	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Determine if evidence exists to justify inadmissibility			0.04	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.02	
Interview traveler to exclude existence of conditions of inadmissibility			0.02	
Make final admission decision			0.09	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.01	
Entry-Sea				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			160.80	
Access EES to review reason for referral to administrative secondary			1.00	
Capture relevant biometric data from traveler, as required			12.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Authenticate travel document, as required			2.00	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			5.30	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.80	
Interview traveler to determine intent			67.00	
Complete appropriate administrative forms, as required			68.00	
Make final admission decision			3.00	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			1.00	
Notify traveler of District Office requirements, as required			1.00	
Alert appropriate personnel of referral to enforcement secondary processing.			1.00	
Entry-Sea				
<i>Perform Enforcement (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			168.78	
Access EES to review reason for referral to enforcement secondary			1.00	
Capture relevant biometric data from traveler, as required			18.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Capture Biometric Identifier 4 (Active)			3.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review available information on traveler to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler, as required			2.00	
Interview traveler to determine intent			67.90	
Perform personal search of traveler, as required			68.88	
Make final admission decision			3.00	
Issue entry receipt (if applicable)			1.00	
Enter entry information into EES			2.00	
Adverse action			2.00	
Process for Expedited Removal			2.00	
Process for Withdrawal of Application			2.00	
Process for Deferred Inspection			2.00	
Process for Refusal			2.00	
Asylum (Credible Fear) Referrals			2.00	
Process for '240' Proceeding			2.00	
Process for Criminal Prosecution			2.00	
Complete Deferred Inspection (if applicable, at District Office)			2.00	
Exit-Air				
Perform Departure Check			0.38	
Retrieve passenger's record, as required			0.01	
Scan travel document for automated record retrieval			0.01	
Review passenger record, as required			0.09	
Review pre-screen analysis results			0.03	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant data from traveler			0.12	
Capture Biometric Identifier 1 (Active Capture)			0.06	
Capture Biometric Identifier 2 (Active Capture)			0.06	
Authenticate travel document			0.02	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.00	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Verify identity			0.02	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler, as required			0.01	
Determine if evidence exists to justify detention, as required			0.02	
Determine traveler's stay history (is this relevant?)			0.01	
Locate and review watchlist query results automatically presented by EES, as required			0.01	
Make departure decision			0.10	
Collect I-94 (if applicable)			0.00	
Enter departure data via APIS manifest data			0.01	
Enter departure information into EES via departure check process, as required			0.08	
Refer for secondary check			0.01	
Exit-Air				
Perform Secondary Check (if applicable)			40.80	
Capture relevant biometric data from traveler, as required			15.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting departure (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.50	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
<u>Interview traveler to clarify stay history</u>			10.00	
<u>Determine if personal search of traveler is required</u>			10.00	
If necessary, perform search to locate contraband or other targeted materials			10.00	
<u>Review available information on traveler</u>			2.50	
Review additional supporting documentation (non-travel)			2.00	
Query/re-query EES			0.50	
<u>Make final departure decision</u>			0.30	
Allow traveler to depart			0.10	
Process for '241' Proceeding			0.10	
Process for Criminal Prosecution			0.10	

Port Overview

High volume with average visitor vehicle processing time

Niagara, Lewiston Bridge, NY

Top 50 POE number: 8

Total travelers: 9,645,341 per year

NIV: approx. 5%

Visitor vehicle processing time: 35 sec

Niagara, Lewiston Bridge, WA				
Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Entry-Air				
Pre-screen travelers			<i>N/A</i>	
Perform Primary Inspection			<i>0.50</i>	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.11	
Review pre-screen analysis results			0.05	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.03	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.03	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.06	
Notify appropriate law enforcement personnel if "lookout" exists			0.03	
Continue with inspection if not U.S. citizen			0.03	
Determine if evidence exists to justify inadmissibility			0.16	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.08	
Interview traveler to exclude existence of conditions of inadmissibility			0.08	
Make final admission decision			0.08	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Air				

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			38.58	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			3.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Database to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.00	
Interview traveler to determine intent			9.00	
Complete appropriate administrative forms, as required			15.00	
Make final admission decision			1.83	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.83	
Seek Supervisor concurrence on denials/waivers				
Notify traveler of District Office requirements, as required			0.83	
Alert appropriate personnel of referral to enforcement secondary processing			0.17	
Entry-Air				
<i>Perform Enforcement Processing (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			49.78	
Access EES to review reason for referral to administrative secondary			0.25	
Capture relevant biometric data from traveler, as required			4.20	
Capture Biometric Identifier 1 (Active/Fingerprint)			2.50	
Capture Biometric Identifier 2 (Active/Photograph)			0.50	
Capture Biometric Identifier 3 (Active)			0.60	
Capture Biometric Identifier 4 (Active)			0.60	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			2.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			1.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			7.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			4.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			3.00	
Interview traveler to determine intent			16.33	
Perform personal search of traveler, as required			15.00	
Make final admission decision			1.66	
Issue entry receipt (if applicable)			0.83	
Enter entry information into EES			0.83	
Adverse action			0.34	
Process for Expedited Removal			0.34	
Process for Withdrawal of Application			0.34	
Process for Deferred Inspection			0.34	
Process for Refusal			0.34	
Asylum (Credible Fear) Referrals			0.34	
Process for Criminal Prosecution			0.34	
Complete Deferred Inspection (if applicable, at District Office)			0.34	
Entry-Land				
Perform Primary Inspection (vehicle, Visitor)		35		
Retrieve passenger's record	0%	0		
Scan travel document for automated record retrieval	0%	0		
Review passenger record	8%	3		
Review automated presentation of biographic data	8%	3		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	40%	14		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	3		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	3		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	15%	5		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Verify identity	25%	9		
Manually review biographic information in passport and other travel documents	8%	3		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	3		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data contained in INS systems and (if applicable) those presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	5%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	2%	1		
Determine if evidence exists to justify inadmissibility	20%	7		
Interview traveler to ensure purpose of visit coincides with requested visa classification	10%	3		
Interview traveler to exclude existence of conditions of inadmissibility	10%	3		
Make final admission decision	2%	1		
Collect I-94 (if applicable)		-	0.00	
Create/modify passenger record in EES		-	0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.		-	0.00	
Entry-Land				
Pre-screen travelers (vehicle, DCL)				
Perform requisite risk analysis, records retrieval, other available data, etc.				
Determine if evidence exists to suggest inadmissibility (e.g. known security threat, prior unlawful presence, etc.)				
Identify potentially high-risk individuals				
Create/modify passenger record in EES (local lookout?)				
Perform Primary Inspection (vehicle, Citizen)		25		
Retrieve passenger's record	5%	1		
Scan travel document for automated record retrieval	5%	1		
Review passenger record	14%	3		
Review PAU analysis results	5%	1		
Review automated presentation of biographic data	5%	1		
Review automated presentation of biometric data	5%	1		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Active Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document, as required	42%	10		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	9%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	9%	2		
Visually compare photo stored in INS-DOS Dataspace to photo in travel document and traveler requesting entry (if applicable)	5%	1		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	26%	6		
Manually review biographic information in passport and other travel documents	7%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	9%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	9%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Determine if evidence exists to justify inadmissibility	9%	2		
Interview traveler to ensure purpose of visit coincides with requested visa classification	5%	1		
Interview traveler to exclude existence of conditions of inadmissibility	5%	1		
Make final admission decision	5%	1		
Create/modify passenger record in EES	0%		0.00	
Alert Secondary Inspectors for reason for referral (IBIS hit, Inspector Discretion, NSEERS Registration, Major Document Deficiencies)	5%		0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Visitor)		30		
Retrieve passenger's record	3%	1		
Scan travel document for automated record retrieval	3%	1		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	10		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Dashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	7		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	3%	1		
Determine if evidence exists to justify inadmissibility	25%	8		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	4		
Interview traveler to exclude existence of conditions of inadmissibility	13%	4		
Make final admission decision	6%	2		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				
Perform Primary Inspection (Pedestrian - Citizen)		25		
Retrieve passenger's record	3%	1		
Scan travel document for automated record retrieval	3%	1		
Review passenger record	0%	0		
Review automated presentation of biographic data	0%	0		
Review automated presentation of biometric data	0%	0		
Capture relevant biometric data from traveler as required	0%	0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Capture Biometric Identifier 1 (Passive Capture)	0%	0		
Capture Biometric Identifier 2 (Active Capture)	0%	0		
Authenticate travel document	35%	9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	8%	2		
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU	0%	0		
Visually analyze travel document for all required seals, watermarks, etc.	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Visually review biographic information in passport and other traveler documents	8%	2		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	0%	0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	11%	3		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Verify identity	24%	6		
Manually review biographic information in passport and other travel documents	8%	2		
Review biographic information contained in and automatically presented by EES	0%	0		
Visually compare passport/visa photo to traveler requesting entry	8%	2		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	8%	2		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	6%	2		
Notify appropriate law enforcement personnel if "lookout" exists	3%	1		
Continue with inspection if not U.S. citizen	3%	1		
Determine if evidence exists to justify inadmissibility	25%	6		
Interview traveler to ensure purpose of visit coincides with requested visa classification	13%	3		
Interview traveler to exclude existence of conditions of inadmissibility	13%	3		
Make final admission decision	6%	2		
Collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.00	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.00	
Entry-Land				

Mission-Essential Task List (METL) - Secondary	% Time by Step	Baseline Cycle Time (in Minutes)	Offeror Cycle Time (in Minutes)	Revised Cycle Time-(% change)
Perform Secondary - Administrative Processing (e.g., immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)		34.2		
Access EES to review reason for referral to administrative secondary	3%	1.0		
Capture relevant biometric data from traveler, as required	18%	6.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	15%	5.0		
Capture Biometric Identifier 2 (Active/Photograph)	3%	1.0		
Authenticate travel document, as required	15%	5.0		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	3%	1.0		
Review results of automated presentation of relevant visa fraud data as presented by PAU	0%	0.0		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review application materials for sufficiency and to identify inconsistencies	24%	8.2		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	1.9		
Query EES to review application materials for sufficiency and to identify inconsistencies	14%	4.9		
Interview traveler as required	4%	1.4		
Interview traveler to determine intent	10%	3.5		
Complete appropriate administrative forms, as required	10%	3.5		
Make final admission decision	6%	2.0		
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			0.95	
Notify traveler of District Office requirements, as required			0.90	
Alert appropriate personnel of referral			0.00	
Entry-Land				
Perform Secondary - Enforcement (e.g., suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)		34.3		
Access EES to review reason for referral to enforcement secondary	0%	0.1		
Capture relevant biometric data from traveler, as required	6%	2.0		
Capture Biometric Identifier 1 (Active/Fingerprint)	6%	2.0		
Capture Biometric Identifier 2 (Active/Photograph)	0%	0.0		
Capture Biometric Identifier 3 (Active)	0%	0.0		
Capture Biometric Identifier 4 (Active)	0%	0.0		
Authenticate travel document, as required	29%	9.9		
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.	14%	4.8		
Review results of automated presentation of relevant visa fraud data as presented by PAU	3%	1.1		
Visually analyze travel document for all required seals, watermarks, etc.	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Visually review biographic information in passport and other traveler documents	3%	1.0		
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)	3%	1.0		
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	3%	1.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Verify identity, as required	12%	4.0		
Manually review biographic information in passport	3%	1.0		
Review biographic information contained in and automatically presented by EES	0%	0.0		
Visually compare passport/visa photo to traveler requesting entry	3%	1.0		

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)	6%	2.0		
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler	0%	0.0		
Determine traveler's citizenship through examination of travel document and/or oral declaration	3%	1.0		
Review available information on traveler to identify inconsistencies	12%	4.0		
Review additional supporting documentation (non-travel, e.g. birth certificates)	6%	2.0		
Query EES to review application materials for sufficiency and to identify inconsistencies	0%	0.0		
Interview traveler, as required	6%	2.0		
Interview traveler to determine intent	15%	5.0		
Perform personal search of traveler, as required	12%	4.0		
Make final admission decision	3%	1.0		
Issue entry receipt (if applicable)			0.95	
Enter entry information into EES			0.95	
Adverse action			3.34	
Process for Expedited Removal			1.24	
Process for Withdrawal of Application			0.30	
Process for Deferred Inspection			0.02	
Process for Refusal			1.60	
Asylum (Credible Fear) Referrals			0.05	
Process for Criminal Prosecution			0.13	
Complete Deferred Inspection (if applicable, at District Office)			N/A	
Entry-Sea				
<i>Pre-screen travelers</i>			N/A	
<i>Perform Primary Inspection</i>			0.42	
Retrieve passenger's record			0.02	
Scan travel document for automated record retrieval			0.02	
Review passenger record			0.07	
Review pre-screen analysis results			0.01	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant biometric data from traveler			0.13	
Capture Biometric Identifier 1 (Passive Capture)			0.00	
Capture Biometric Identifier 2 (Active Capture)			0.13	
Authenticate travel document			0.03	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant passport/visa/travel document fraud data as presented by PAU			0.01	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Verify identity			0.02	
Manually review biographic information in passport and other travel documents			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.01	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.02	
Notify appropriate law enforcement personnel if "lookout" exists			0.01	
Continue with inspection if not U.S. citizen			0.01	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
Determine if evidence exists to justify inadmissibility			0.04	
Interview traveler to ensure purpose of visit coincides with requested visa classification			0.02	
Interview traveler to exclude existence of conditions of inadmissibility			0.02	
Make final admission decision			0.09	
Complete and collect I-94 (if applicable)			0.00	
Create/modify passenger record in EES			0.08	
Alert Secondary Inspectors for reason for either enforcement or administrative processing inspection.			0.01	
Entry-Sea				
<i>Perform Administrative Processing (e.g. immigrant visas, NSEERS, etc.) Secondary Inspection (if applicable)</i>			160.80	
Access EES to review reason for referral to administrative secondary			1.00	
Capture relevant biometric data from traveler, as required			12.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Authenticate travel document, as required			2.00	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.50	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.50	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review application materials for sufficiency and to identify inconsistencies			5.30	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler as required			2.80	
Interview traveler to determine intent			67.00	
Complete appropriate administrative forms, as required			68.00	
Make final admission decision			3.00	
Collect I-94 (if applicable)			0.00	
Enter entry information into EES			1.00	
Notify traveler of District Office requirements, as required			1.00	
Alert appropriate personnel of referral to enforcement secondary processing.			1.00	
Entry-Sea				
<i>Perform Enforcement (e.g. suspected document fraud, suspected alien smuggling, etc.) Secondary Inspection (if applicable)</i>			168.78	
Access EES to review reason for referral to enforcement secondary			1.00	
Capture relevant biometric data from traveler, as required			18.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Capture Biometric Identifier 4 (Active)			3.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting entry			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			1.00	
Review available information on traveler to identify inconsistencies			4.50	
Review additional supporting documentation (non-travel, e.g. birth certificates)			2.00	
Query EES to review application materials for sufficiency and to identify inconsistencies			0.50	
Interview traveler, as required			2.00	
Interview traveler to determine intent			67.90	
Perform personal search of traveler, as required			68.88	
Make final admission decision			3.00	
Issue entry receipt (if applicable)			1.00	
Enter entry information into EES			2.00	
Adverse action			2.00	
Process for Expedited Removal			2.00	
Process for Withdrawal of Application			2.00	
Process for Deferred Inspection			2.00	
Process for Refusal			2.00	
Asylum (Credible Fear) Referrals			2.00	
Process for '240' Proceeding			2.00	
Process for Criminal Prosecution			2.00	
Complete Deferred Inspection (if applicable, at District Office)			2.00	
Exit-Air				
Perform Departure Check			0.38	
Retrieve passenger's record, as required			0.01	
Scan travel document for automated record retrieval			0.01	
Review passenger record, as required			0.09	
Review pre-screen analysis results			0.03	
Review automated presentation of biographic data			0.03	
Review automated presentation of biometric data			0.03	
Capture relevant data from traveler			0.12	
Capture Biometric Identifier 1 (Active Capture)			0.06	
Capture Biometric Identifier 2 (Active Capture)			0.06	
Authenticate travel document			0.02	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.00	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time-(% change)
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting entry (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler (as required)			0.01	
Verify identity			0.02	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.01	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to person requesting entry (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler, as required			0.01	
Determine if evidence exists to justify detention, as required			0.02	
Determine traveler's stay history (is this relevant?)			0.01	
Locate and review watchlist query results automatically presented by EES, as required			0.01	
Make departure decision			0.10	
Collect I-94 (if applicable)			0.00	
Enter departure data via APIS manifest data			0.01	
Enter departure information into EES via departure check process, as required			0.08	
Refer for secondary check			0.01	
Exit-Air				
Perform Secondary Check (if applicable)			40.80	
Capture relevant biometric data from traveler, as required			15.00	
Capture Biometric Identifier 1 (Active/Fingerprint)			10.00	
Capture Biometric Identifier 2 (Active/Photograph)			2.00	
Capture Biometric Identifier 3 (Active)			3.00	
Authenticate travel document, as required			1.50	
Compare document to shared information within INS regarding fraudulent document trends, recent fraud issues, etc.			0.00	
Review results of automated presentation of relevant visa fraud data as presented by PAU			0.50	
Visually analyze travel document for all required seals, watermarks, etc.			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Visually review biographic information in passport and other traveler documents			0.00	
Visually compare photo stored in INS-DOS Datashare to photo in travel document and traveler requesting departure (if applicable)			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Verify identity, as required			1.00	
Manually review biographic information in passport			0.00	
Review biographic information contained in and automatically presented by EES			0.50	
Visually compare passport/visa photo to traveler requesting departure			0.00	
Visually compare other observable physical characteristics in travel documents to traveler requesting departure (e.g. height, weight, eye color, etc.)			0.00	
Review results of automated comparison of biometric data contained in travel document to biometric data presented by traveler			0.50	
Determine traveler's citizenship through examination of travel document and/or oral declaration			0.50	

Mission-Essential Task List (METL) - Primary	% Time by Step	Baseline Cycle Time (in Seconds)	Offeror Cycle Time (in Seconds)	Revised Cycle Time- (% change)
<u>Interview traveler to clarify stay history</u>			10.00	
<u>Determine if personal search of traveler is required</u>			10.00	
If necessary, perform search to locate contraband or other targeted materials			10.00	
<u>Review available information on traveler</u>			2.50	
Review additional supporting documentation (non-travel)			2.00	
Query/re-query EES			0.50	
<u>Make final departure decision</u>			0.30	
Allow traveler to depart			0.10	
Process for '241' Proceeding			0.10	
Process for Criminal Prosecution			0.10	



APPENDIX 2

PROGRAM SCHEDULE

The [*chart format*] Program Schedule
(Pages A2-1 through A2-17)
and
The [*graphic format*] Program Schedule
(A2-1 through A2-10)
**is withheld in its entirety.
Exemption b(4).**